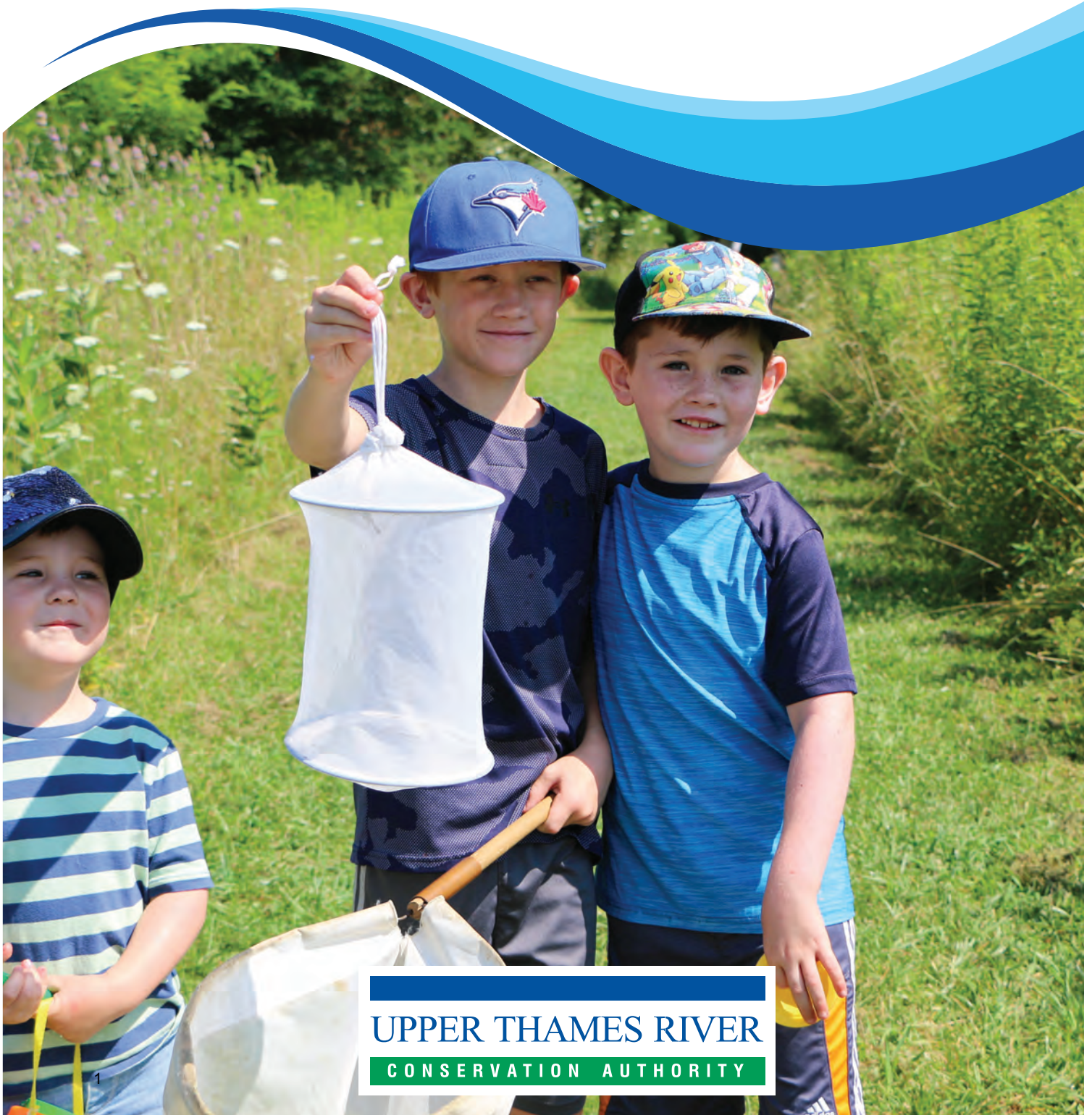


Board of Directors

Upper Thames River Conservation Authority



UPPER THAMES RIVER
CONSERVATION AUTHORITY

Upper Thames River Conservation Authority Board of Directors' Meeting Agenda

Date: August 27, 2024

Time: 9:30am

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

1. Territorial Acknowledgement

2. Modifications to the Agenda

3. Declarations of Pecuniary Interest

4. Presentations/Delegations

5. Administrative Business

5.1. Approval of Minutes of Previous Meeting: June 25, 2024

5.2. Business Arising from Minutes

5.3. Correspondence

6. Reports – For Consideration

6.1. 2025 Preliminary Draft Budget and Communications BoD-08-24-57

6.2. Administrative By-Law Annual Review BoD-08-24-58

7. Reports – In Camera

7.1. Position, Plan and Instruction to be Applied to Negotiation – Land
Lease Agreement BoD-08-24-59

8. Reports – For Information

- 8.1. Administration and Enforcement – Section 28 Status Report – BoD-08-24-60
- 8.2. Project Status Update – BoD-08-24-61
- 8.3. Mid-Year Financial Update BoD-08-24-62
- 8.4. City of London Climate Change Emergency Action Plan Reporting BoD-08-24-63
- 8.5. Presentation – Wildwood Video
- 8.6. [Thames River Current August Edition](#)

9. Reports – Committee Updates

- 9.1. Finance and Audit Committee – June 25th and July 19th Meetings BoD-08-24-64
- 9.2. Hearing Committee – no report

10. Notices of Motion – September 24th, 2024

11. Chair’s Comments

12. Member’s Comments

13. General Manager’s Comments

14. Adjournment

Tracy Annett, General Manager

To: UTRCA Board of Directors
From: Tracy Annett, General Manager
Date: August 27, 2024
File Number: 08-24-57
Agenda #: 6.1
Subject: 2025 Preliminary Draft Budget and Communications

Recommendations

1. THAT the 2025 Preliminary Draft Budget report be received.
2. THAT the 2025 Draft Budget be developed in conformity to the updated Conservation Authorities Act (CAA) and Ontario Regulation 402/22: Budget and Apportionment.
3. THAT staff BE DIRECTED to include a 3% increase to Schedule B of Municipal Cost Apportionment Agreements.
4. THAT staff BE DIRECTED to prepare a 2025 Draft Budget based on feedback received from the members.

Purpose

This report seeks direction from the Board of Directors on the 2025 Preliminary Draft Budget assumptions and process to prepare the 2025 Draft Budget.

Background

Budgets for 2025 and beyond more accurately reflect actual costs to support legislative requirements, local environmental needs, and municipal and public demands for service. The budget provided meets the requirements of the Budget and Apportionment Regulation (O.Reg. 402/22) and continues to use the Modified Current Value Assessment to apportion costs for general levy and benefit-based apportionment for structures.

The 2025 Preliminary Draft Budget separates the Authority's programs and services, consistent with Section 21 of the Conservation Authorities Act (CAA) and as required by [Mandatory Programs and Services Regulation O.Reg. 686/21](#):

- Category 1 – Mandatory programs and services defined in regulation that may be funded with municipal levy,
- Category 2 - Programs and services delivered at the request of the municipality with funding under agreement with the benefiting municipality,

- Category 3 - Other programs and services that the Authority determines are advisable to implement within our watershed jurisdiction, with funding through cost apportionment agreements with participating municipalities and primarily self-generated through user fees, government and other agency grants, donations, etc.

Discussion

Staff are seeking high-level budget direction from the Board as guidance for further preparation of the 2025 Draft budget to be provided at the October meeting. Staff may also consider final adjustments based on feedback prior to approval at the Annual General Meeting in February. Changes are possible and expected at each stage of the budget development and through consultation with our member municipalities.

In developing the preliminary 2025 budget, staff considered the following:

- Requirements under the Conservation Act and regulatory amendments,
- Cost of living adjustments (COLA) and grid step increases,
- Inflation (Consumer price index – CPI),
- Multi-year contractual obligations,
- Operating, capital, and program pressures,
- Board approved Fee Policy,
- Focus on internal efficiencies,
- General economic outlook, and
- Impacts on service delivery.

Levy Apportionment

O. Reg 402/22 – Budget and Apportionment outlines the three current methods of apportioning expenses/costs. Under this legislation, conservation authorities can apportion costs for all Category 1 (mandatory) programs and services and can only apportion costs for Category 2 and 3 programs and services with agreements in place with municipalities. General operating expenses and capital costs that benefit all municipalities (formerly referred to as “corporate administrative costs”) can be levied without agreement.

A summary of levy apportionment by type of costs is provided in Table 1 below. As part of the budget process and in keeping with current practice, conservation authorities are required to consider the use of self-generated revenue as per Board-approved Fees Policy.

Table 1: Levy Apportionment by Type of Costs

Types of Costs	Description
Category 1 – all mandatory programs	• Operating expenses for programs and services that benefit all participating municipalities (i.e., general levy) would be

Types of Costs	Description
and services	<p>apportioned using the MCVA* or benefit-based methods.</p> <ul style="list-style-type: none"> • Capital costs that benefit all would use the MCVA, benefit-based or agreement methods. • Capital costs and operating expenses for programs and services that benefit only one or some municipalities (e.g., certain infrastructure operation/ maintenance costs related to dams) may be apportioned by benefit-based methods.
Category 2 - all municipal programs and services	<ul style="list-style-type: none"> • Capital costs and operating expenses would be apportioned directly and entirely to the participating municipality that has entered into a MOU or other agreement under s. 21.1.1 of CAA with the conservation authority for the authority to provide the program and service on the municipality's behalf.
Category 3 - other programs and services (watershed determined programs)	<ul style="list-style-type: none"> • Capital costs and operating expenses would be apportioned in accordance with cost apportioning agreement. Agreements include the MCVA methods, and costs to be updated annually.

*Note: MVCA amounts for 2025 were not received from the province in time to incorporate into the Preliminary Draft Budget but are attached to this report. The Draft Budget will reflect the 2025 apportionment.

Self-generated revenues

The UTRCA continues to generate funds in all program areas where possible. In creating this preliminary budget, the following Category 1 programs and services apply self-generated revenue to reduce the levy request from our participating municipalities:

- 1) **Planning and Regulations Fees** – Section 21.3(1) Direction, which has been in effect since 2023 and continues from January 1, 2024 to December 31, 2024, requires a conservation authority not to change the amount of the fee it charges or the manner in which it determines the fee for any program or service that may be provided by the conservation authority. This relates to reviewing and commenting on planning and development related proposals or land use planning policies, or for permits issued by conservation authorities.

This budget anticipates that the fees freeze will be extended through 2025. Estimates for 2025 fees are anticipated to recover approximately 35% of costs and not follow the UTRCA Fees Policy of recovering 50% of expenses for this program area through fees. The office of the minister has indicated that a decision will be made after the freeze ends on January 1, 2025, about “whether or not to extend the freeze” (London Free Press, August.) If the fees freeze is lifted, any changes will require consultation and not be realized until later in 2025. It is not anticipated that the fees freeze will reduce levy requirements in 2025.

- 2) **Lands Management** – Revenues generated through various land leases have been applied to Category 1 programs and services.
- 3) **Corporate Costs** - The Preliminary Draft Budget identifies common or general administrative, human resources, financial, marketing and communications, and fleet services costs. Corporate costs of \$1,694,275 are being recouped through distribution to Category 2 and 3 programs and services to offset Category 1 expenses. The remainder of the costs are supported by investment income and deferred capital levy.

Preliminary Draft Budget Issues

The 2025 Preliminary Draft Budget is affected by several issues and Board direction is needed prior to finalizing for circulation to member municipalities. Details are provided below.

In 2024, early estimates for UTRCA's 2025 budget were prepared for the City of London's multi-year budget process. To provide an estimate of funding needed, the UTRCA's submission anticipated no new revenue sources and the need to remove past deficits to produce a balanced budget. Considering those two factors, a 30% increase in funding from 2024 amounts would be required to present a balanced budget, particularly for Category 1 programs. Ultimately, through the approval of the Mayor's budget, a 15% increase was included in the City's multi-year budget for 2025.

Early 2025 budget discussions at the Finance and Audit Committee (F&A) meeting in May included discussion around the estimated 30% increase in funding to support mandatory Category 1 programs and services. Considering that the City had only approved a 15% increase, the Committee recommended that staff prepare communication products to support advocacy around a business case submission.

Since the initial F&A discussions, staff have worked diligently to control costs and explore additional funding sources. These efforts are reflected in the 2025 Preliminary Draft Budget. Although communications are still important, aligning with the City's budget process allows more time to develop and receive input from all Board members to present the implications of this Preliminary Draft Budget for individual municipalities.

Key messages are that:

- Mandatory Category 1 programs and services require long-term stable funding to meet our legislative responsibilities,
- There are very limited alternative funding sources for these mandatory programs and services.

Budget Overview

The attached Preliminary Draft Budget displays the capital and operating costs by category of programs and services along with the revenues we expect will support each category. The UTRCA continues to seek additional funding support through leveraging funds. Much of that effort is realized in Category 3 programs. The costs in each category of program are identified as follows.

Category 1 – Mandatory Programs:

The Preliminary Draft Budget identifies total operating expenses of \$12,813,452, representing an approximate 15% increase in levy. It is noted that the province has provided Modified Current Value Assessment (MCVA) amounts for activities related to the Conservation Authorities Act and the Clean Water Act. MCVA amounts are attached, as they have not yet been incorporated into the preliminary budget. MPAC assessments have not been updated since 2016, resulting in minor changes in assessment between 2024 and 2025.

A new provincial agreement has been approved which provides funding for the UTRCA to continue delivering the Drinking Water Source Protection program until March 2027. However, overhead costs have been capped, and therefore, do not recover all the costs associated with the program. These shortages can be accommodated in 2025, but future budgets may need to include a Clean Water Act levy.

Category 2 – Municipal Programs:

New Category 2 contracts have been negotiated and costs are recouped accordingly.

Category 3 – Watershed Determined Programs:

Watershed determined programs have had a 75+ year history of the UTRCA delivering programs and services under the Conservation Authorities Act. The purpose of the CAA remains unchanged. Cost apportioning agreements have been negotiated for program areas that include:

- Stewardship and restoration,
- Subwatershed planning and monitoring, and
- Community outreach and education.

Alternative sources of funding support many programs and services in this category. Significant funding through senior levels of government is anticipated to begin this fall and continue through 2025. Cost apportioning with participating municipalities allows leveraging of these grant programs and provides base contributions to stabilize funding sources. A 3% cost of living increase for these programs is proposed to align with COLA; however, it should be emphasized that the cost apportioning contributions return more than 12:1 for each dollar invested in these programs and services.

Other Category 3 Programs:

Campground Operations will remain a separate line item in the budget, with any revenues generated from operations directed towards a reserve fund to support much needed capital improvements, as noted above.

Capital Projects:

Considerable capital work has been planned for 2025 as the UTRCA continues to work to maintain aging infrastructure. Inflation has meant rising costs and has made it difficult to estimate project costs for future projects with any certainty. The 2025 Preliminary

Draft Budget includes capital projects and outlines the proposed flood and erosion control structures capital projects and other capital projects for 2025, for information and consideration.

- **Flood and Erosion Control**

The UTRCA recognizes that the Preliminary Draft Budget includes increases to flood and erosion control structures capital project costs, which can vary significantly for special benefitting municipalities. The Authority is sensitive to the impacts on these municipalities and will be meeting with each municipality to discuss the timing and phases of implementation and levying.

The UTRCA has applied for alternative funding sources to offset capital costs to member municipalities. Approved funding and updated projects will be reflected in the 2025 Draft Budget to be presented to the Board in October.

- **Other Capital Projects**

A deficit is projected for capital expenditure needs primarily attributed to the campgrounds, where campground projects are depreciated through conservation areas reserves.

Conservation authorities have no restriction in developing deficit budgets aside from prudent fiscal management. Many organizations develop deficit budgets particularly with respect to capital spending, in effect putting off securing the matching revenue into the future. However, in recognition of the nature of the Category 1 services that the UTRCA is mandated to provide, we attempt to reduce future burden on levies in favour of making levy requirements fully understood as they are needed. Therefore, this budget includes all spending requirements for 2025 as we know them today and indicates the impact of deficits on our existing reserves. While campground capital spending can be mitigated by the existing campgrounds reserve, other operating and capital draws on reserves are not sufficient to support the organization to this extent on an on-going basis.

Input Requested

With the changes to regulations, the 2025 Preliminary Draft Budget shows the distribution of costs by program area and category, and which costs are supported by the various types of funding.

- Category 1 programs are proposed at a 66% levy contribution with the remainder supported by grants, self-generated, and federal and provincial sources.
- Category 2 programs and services are funded entirely through municipal agreements.
- Category 3 programs are proposed with a 3% increase to the cost apportioning agreements. Costs of Category 3 programs to participating municipalities are less than 8% while the remaining 92% will be from contracts or other self-generated sources.

Staff are requesting feedback on potential actions / alternatives to develop a budget that may be supported by our municipal representatives. Alternatives being considered include:

1. Increase levy for Category 1 programs and services to cover all costs for these mandated programs (any additional increases could be shown as deficit).
2. Establish target percentage funding for mandatory Category 1 programs and services. In 2024, 60% of these program costs were funded by the levy; the 2025 Preliminary Draft Budget proposes 66% funding through the levy.

Board discussions will inform staff on how to finalize the draft 2025 budget prior to circulating to member municipalities and follows the schedule provided:

2025 Budget Development Schedule

March 2024: Staff initiate workplans for 2025 to predict Budget needs

June 2024: Board Direction regarding Budget Concepts

August 2024: Board Direction regarding Preliminary Draft Budget followed by municipal input sessions with Senior staff

October 2024: Draft Budget presented to Board

November 2024- February 2025: Municipal input sessions with senior staff and Draft Budget circulation to member municipalities

January 2025: Board review of municipal comments and Draft Budget reconsideration

February 2025: Budget review and approval of the Budget and apportionment

Summary

The 2025 Preliminary Draft Budget illustrates an increase in levy of \$1,121,851 to support Mandatory Category 1 programs and services for the organization. The additional levy allows the annual operating deficit to be reduced to present a balanced budget. This projection includes a conservative estimate of “soft revenue,” typically contract revenue that is expected during the year from programs that have not yet been announced.

Capital amounts include increases to water and erosion control structure capital project costs and recognise these costs can vary significantly for special benefitting municipalities. The UTRCA has applied for alternative funding sources to offset capital costs to member municipalities. Approved funding and updated projects will be reflected in the 2025 Draft Budget to be presented to the Board in October.

While we are proud of the effort and commitment of staff to achieve the ends in delivering programs and services that improved watershed health, the amounts included intend to move to a sustainable funding model for mandatory programs and services; cost recovery for municipal contracts; and a continued commitment to leverage funds received through our Category 3 cost apportioning agreements. Our expectation is that

budgets for 2025 and beyond will more accurately reflect actual costs to support legislative requirements, local environmental needs, and public demands for service.

Recommended by:

Tracy Annett, General Manager / Secretary-Treasurer

Christine Saracino, Supervisor Finance

Jenna Allain, Manager Environmental Planning and Regulations

Brad Glasman, Manager Integrated Watershed Management

Teresa Hollingsworth, Manager Community and Corporate Services

Chris Tasker, Manager Water & Information Management

Brent Verscheure, Manager Lands, Facilities and Conservation Areas

Attachments:

2025 Preliminary Draft Budget For Discussion

2025 UTRCA's Conservation Authorities Act and Clean Water Act Levy Apportionment

Preliminary Draft

2025

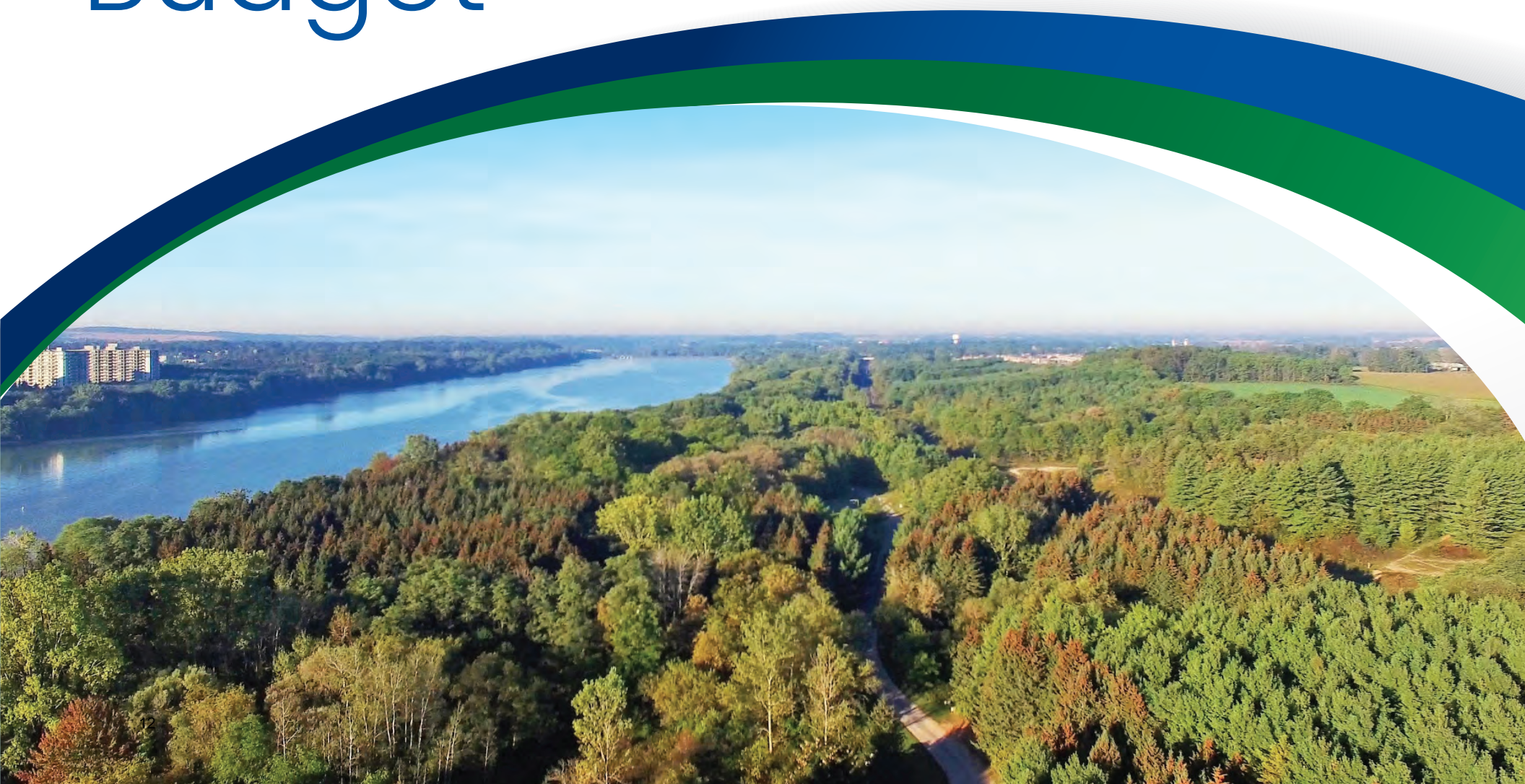
Budget

August 27, 2024

www.thamesriver.on.ca

UPPER THAMES RIVER
CONSERVATION AUTHORITY

For Discussion





Budget Development Schedule

March 2024

Staff initiate workplans for 2025 to predict budget needs

June 2024

Board direction regarding budget concepts

August 2024

Board direction regarding Preliminary Draft Budget followed by municipal input sessions with senior staff

October 2024

Draft Budget presented to Board

November - February

Municipal input sessions with senior staff and Draft Budget circulation to member municipalities

January 2025

Board review of municipal comments and Draft Budget reconsideration

February 2025

Board review of Draft Budget and approval of Budget and Apportionment

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2025 Preliminary Draft Budget: Overview

The Upper Thames River Conservation Authority's (UTRCA) 2025 Preliminary Draft Budget accurately reflects actual costs to support legislative requirements, local environmental needs, and municipal and public demands for service. The budget provided for discussion meets the requirements of the Budget and Apportionment Regulation (O.Reg. 402/22) and continues to use the Modified Current Value Assessment to apportion costs for general levy and benefit-based apportionment for water and erosion control structures.

The 2025 Preliminary Draft Budget separates the UTRCA's programs and services into three categories, consistent with Section 21 of the Conservation Authorities Act (CA Act) and as required by Mandatory Programs and Services Regulation O.Reg. 686/21:

- Category 1 - Mandatory programs and services defined in regulation that may be funded with municipal levy.
- Category 2 - Programs and services delivered at the request of the municipality. Funding under agreement with the benefiting municipality.
- Category 3 - Other programs and services that the Authority determines are advisable to implement within our watershed jurisdiction that are funded through cost apportionment agreements with participating municipalities and self-generated funding sources such as user fees, government and other agency grants, donations, etc.

What are the Mandatory Programs and Services?

- Planning and regulations
 - Regulations under the CA Act (Prohibited Activities, Exemptions and Permits)
 - Planning activities
- Water management
 - Flood forecasting and warning
 - Infrastructure operations and maintenance

- Mapping, studies, and information management
- Climate change risk and mitigation
- Low water response
- Natural hazards outreach programs
- Land management
 - Lands management, risk, enforcement
 - Lands strategy – implementation (strategy completed in 2024)
 - Public access on UTRCA lands for passive recreation
 - Natural heritage conservation on UTRCA lands
- Provincial water monitoring
- Drinking water source protection
- Watershed strategy – implementation (strategy completed in 2024)
- Essential corporate costs

UTRCA's Category 1 programs and services are broader than those of most other conservation authorities due to the size and scope of the water and erosion control structures and program.

Budget Development

In developing the 2025 Preliminary Draft Budget, staff considered the following:

- Requirements under the Conservation Authorities Act and regulatory amendments,
- Cost of living adjustments (COLA) and pay grid step increases,
- Inflation (consumer price index),
- Multi-year contractual obligations,
- Operating, capital, and program pressures,
- Board approved Fee Policy,
- Focus on internal efficiencies,
- General economic outlook,
- Impacts on service delivery.

The UTRCA has used a very conservative approach to spending, as well as proactive investigations into alternative sources of funding in 2024, in an effort to minimize financial impacts on member municipalities in 2025 and beyond. Early estimates are that the deficit budgeted for 2024 will be much lower than expected.

Budget Decision-Making Drivers

The following items have informed the development of the 2025 Budget:

1. Recognition of the Need to Increase the Municipal Share of Category 1 Mandatory Programs and Services Operating Costs

Recent legislation has identified programs and services Conservation Authorities are mandated to provide (referred to as Category 1) that are eligible to be fully funded from municipal levy. In 2024, the municipal levy supported just under 60% of the cost of providing these mandatory services at the UTRCA.

The long-term goal is to increase the share of the costs of Category 1 programs being borne by municipalities and reduce reliance on other, undependable sources of funding, to ensure the stability of these programs and services. Without consistent and dependable funding for mandatory programs and services, the UTRCA is unable to create a responsible level of reserve funds.

The 2025 Preliminary Draft Budget illustrates close to a 15% increase in the municipal share of Category 1 expenses. This increase will move the municipal share to 66% of all Category 1 operating expenses. Although not covering all Category 1 operating costs, this increase will allow for programs and services to be delivered and is within the 15% increase approved by the City of London in their multi-year budget.

2. Increased Costs to Mandatory Programs

Examples of more costs being added to mandatory programs include recent decisions regarding the Drinking Water Source Protection (DWSP) program and the funding model for the Provincial Groundwater Monitoring Network (PGMN); both Category 1 programs. The provincial government has indicated

that funding provided to support the administrative overhead costs for DWSP is being reduced over three years (2024 to 2026) to a maximum of \$50,000 per year. Overhead costs for the Thames-Sydenham Source Protection Region, of which the UTRCA is the administrative lead, currently exceed \$85,000 annually.

The provincial government currently limits capital project funding for the PGMN to \$5,000 per Conservation Authority, regardless of the number of stations being monitored. Aging station equipment must be maintained or replaced. The UTRCA monitors 28 wells at 22 sites.

3. Alternative Sources of Funding

The UTRCA continues to investigate opportunities to attract partnerships, user fees, and alternative funding sources to support all programs and services. A contract with the federal government is currently being negotiated that may bring support to the UTRCA's rural stewardship efforts. By obtaining funding support, Category 3 programs and services leverage the municipal investment and assist in supporting Category 1 corporate costs. The Preliminary Draft Budget estimates that Category 3 programs and services will leverage the municipal share 12:1 in 2025.

The budget includes an estimated 3% increase in Category 3 programs and services expenses, largely due to the cost of staff compensation. The Preliminary Draft Budget includes a 3% increase in wages across the organization and the UTRCA is committed to fair and competitive compensation.

The provincial government froze planning fees in 2022, limiting the amount of user fees that can be collected by the Authority. The UTRCA's Board-approved policy has been to recoup 50% of the cost of providing planning and development services. Currently, the UTRCA is recouping approximately 35% of expenses.

4. Significant Increase in Capital Projects for Specific Municipalities

Considerable capital work has been planned for 2025 as the UTRCA continues work to maintain aging infrastructure. Inflation has meant rising costs and has made it difficult to estimate project costs for future projects with any certainty.

The UTRCA recognizes that the preliminary draft budget includes increases to capital project costs, which can vary significantly for special benefitting municipalities. The Authority is sensitive to the impact on these municipalities and intends to meet with each municipality to discuss the timing and phases of implementation and levying.

The UTRCA has applied for alternative funding sources to offset capital costs to member municipalities. Approved funding and updated projects will be reflected in the 2025 Draft Budget to be presented to the Board in October.

Table 1. Summary of Costs and Funding Sources per Category

	Category 1	Category 2	Category 3	Other Category 3 (Campgrounds)	TOTAL
Operating Costs	\$12,813,452	\$1,247,715	\$8,070,561	\$4,723,527	\$26,855,256
Provincial Transfer Payments - Conservation Authorities Act	181,213	--	--	--	181,213
Provincial Transfer Payments - Clean Water Act	573,941	--	--	--	573,941
Federal/Provincial Grants and Contracts	667,351	--	5,406,613	--	6,073,964
Municipal Contracts	407,167	1,247,715	216,800	68,331	1,940,013
Self-Generated Revenue	2,449,201	--	1,590,072	4,952,281	8,991,554
Municipal Levy	8,513,490	--	--	--	8,513,490
Municipal Cost Apportioning Agreements	--	--	626,543	--	626,543
Total Funding Sources	12,792,363	1,247,715	7,840,028	5,020,612	26,900,718
Surplus or (Deficit)	(\$21,089)	0	(\$230,534)	\$297,085	\$45,462

Table 2. Operating Budget

	2025 Category 1	2025 Category 2	2025 Category 3	2025 Other Category 3 Campgrounds	2025 Total
Revenues					
Municipal Levy + Cost Apportionments (Cat. 3)	\$8,513,490	-	\$626,543	-	\$9,140,033
Municipal Levy amortized from deferrals	294,157	-	1,584	-	295,741
Provincial Transfer Payment - CA Act	181,213	-	-	-	181,213
Provincial Transfer Payment - Clean Water Act	573,941	-	-	-	573,941
Municipal Contracts	407,167	\$1,247,715	216,800	\$68,331	1,940,013
Provincial Contracts	468,663	-	307,300	-	775,963
Federal Grants and Contracts	198,688	-	5,099,313	-	5,298,001
Land Management Agreements	496,269	-	652,283	71,592	1,220,144
User Fees	866,600	-	242,400	4,879,362	5,988,362
Donations and Other	79,125	-	693,805	1,327	774,257
Investment Revenue	713,050	-	-	-	713,050
Total Operating Revenues	12,792,363	1,247,715	7,840,028	5,020,612	26,900,718
Expenses					
Wages and Benefits	9,991,959	753,052	2,373,418	2,486,193	15,604,622
Depreciation Expenses	1,439,882	-	22,074	164,770	1,626,726
Property Related Expenses	833,284	36,975	549,879	843,709	2,263,847
Technical and Consulting Services	523,335	30,420	281,904	197,173	1,032,832
Computers and Communications	553,217	13,050	29,174	20,712	616,152
Insurance and Risk Management	362,039	2,675	12,651	120,270	497,635
Materials and Supplies	446,511	92,100	341,084	283,152	1,162,847
Fleet Related Expenses	159,750	-	1,565	4,750	166,065
Staff Travel, PD, PPE, Uniforms	149,665	20,450	23,245	40,304	233,664
Board per Diems	21,265	-	-	-	21,265
Banking and Other	26,820	-	3,602,780	-	3,629,600
Corporate Allocations	(1,694,275)	298,993	832,788	562,494	-
Total Operating Expenses	12,813,452	1,247,715	8,070,561	4,723,527	26,855,256
Surplus or (deficit)	(\$21,089)	0	(\$230,534)	\$297,085	\$45,462

Table 3. Capital Projects

Water and Erosion Control Structure Capital Projects	Levy	Other Funding	Expenses	Preliminary Forecast 2025 Net
Fanshawe Dam	\$55,000	-	\$55,000	-
Centreville Dam	36,629	-	4,000	\$32,629
Dorchester Mill Pond Dam	16,500	\$12,500	29,000	-
Dorchester CA Dam	4,000	-	4,000	-
Embro Dam	89,000	-	64,000	25,000
Fullarton Dam	47,000	-	4,000	43,000
Harrington Dam	11,500	-	11,500	-
Ingersoll Channel	-	-	-	-
London Dykes	2,708,000	7,612,000	10,307,500	12,500
Mitchell Dam	169,564	25,000	119,000	75,564
Orr Dam	195,000	-	125,000	70,000
Pittock Dam	-	-	-	-
Shakespeare Dam	6,000	-	6,000	-
Stratford Channel	20,806	-	-	20,806
St Marys Floodwall	-	-	-	-
Wildwood Dam	580,500	462,500	925,000	118,000
Total	\$3,949,499	\$8,112,000	\$11,664,000	\$397,499

Considerable capital work has been planned for 2025 as the UTRCA continues work to maintain aging infrastructure. Inflation has meant rising costs and has made it difficult to estimate project costs for future projects with any certainty.

The UTRCA recognizes that the Preliminary Draft Budget includes increases to capital project costs, which can vary significantly for special benefitting municipalities. The Authority is sensitive to the impact on these municipalities and intends to meet with each municipality to discuss the timing and phases of implementation and levying.

The UTRCA has applied for alternative funding sources to offset capital costs to member municipalities. Approved funding and updated projects will be reflected in the 2025 Draft Budget to be presented to the Board in October.

Other Capital Projects	Levy	Funding	Expenses	Preliminary Forecast 2025 Net	Notes
Capital Asset Renewal Reserve					
IT server equipment	\$58,000		\$58,000	-	
Fleet vehicle and equipment replacement	361,000	\$75,000	616,000	-\$180,000	Ongoing capital asset renewal/replenishment - 5 light-duty trucks, 2 EV/HEV/PHEV compact vehicles, and equipment
Pittock CA reservoir shoreline erosion control			120,000	-120,000	Ongoing bank stabilization and erosion control along north/south shoreline
Former Children's Safety Village renovations (AODA compliance)			200,000	-200,000	Renovations to comply with Accessibility for Ontarians with Disabilities Act (AODA)
Sub-total	443,500	75,000	1,018,500	-500,000	
Category 3 Campgrounds Reserve					
Tri-park business plans			120,000	-120,000	Deferred from 2024
Fanshawe CA / Wildwood CA gatehouse / entrance design plans			60,000	-60,000	
FCA electrical upgrades - seasonal sites			416,937	-416,937	Deferred from 2024
FCA roads - day use area				-	Deferred from 2024 to 2026
FCA roads - campground			300,000	-300,000	Campground roads prioritized over day use area
FCA canoe launch - day use area			40,000	-40,000	Phase 2 accessible canoe/kayak launch (day use)
FCA Lakeview Pavilion renovations			50,000	-50,000	Project to be confirmed
FCA campground washroom renovations (AODA compliance)			400,000	-400,000	Deferred from 2024
Pittock CA 3rd washroom renovations			-225,000	225,000	Cost estimate increased; deferred to 2025
PCA entrance and bridge infrastructure (Woodstock)		150,000	315,000	-165,000	Delayed from 2024 by City of Woodstock
PCA washroom repairs (AODA compliance)			75,000	-75,000	Deferred from 2024
PCA registration building renovations			100,000	-100,000	Gatehouse removal, centralized registration/camp store upgrade (includes new integrated gate system)
Wildwood CA electrical upgrades			75,000	-75,000	New electrical servicing upgrades (overnight campsites)
WCA roads			500,000	-500,000	Campground road replacement (asphalt / recycled asphalt)
WCA playground equipment			130,000	-130,000	Delayed from 2024
Sub-total	-	150,000	2,356,937	-2,206,937	
Total Other Capital Projects	\$443,500	\$225,000	\$3,375,437	-\$2,706,937	

Table 4. Municipal Levies

Municipality	General Distribution Rates - Operating and Capital (See Municipal Levies Detail: General Distribution Rates on page 7)							Special Benefitting Rates*** - Operating and Capital (See Municipal Levies Detail: Special Benefitting Rates on page 8)							Category 1 Mandatory Program Levy
	Clean Water Act	CA Act	Clean Water Act	Clean Water Act	CA Act	CA Act	Category 1 Levy - General Distribution	Structure (Single Benefitting Municipality)		Wildwood Dam (London 80%, St Marys 14%, all municipalities 6% MCVA)		Pittock Dam (Oxford County 61.1%, London 32.9%, all municipalities 6% MCVA)		Category 1 Levy - Special Benefitting	
	2024 MCVA%	2024 MCVA %	2025** MCVA %	2025 Levy	2025** MCVA %	2025 Levy	Total	Structure (100%)	2025 Levy	%	2025 Levy	%	2025 Levy	Total	
Oxford County	16.9295	16.9810	16.9295		16.9810	\$1,260,787	\$1,260,787	Ingersoll Channel	\$28,000	1.0189	\$9,751	62.1189	\$155,297	\$193,048	\$1,453,835
London	63.8935	64.0880	63.8935		64.0880	4,758,336	4,758,336	Fanshawe Dam	592,500	83.8453	802,400	36.7453	91,863	4,247,063	9,005,398
								London Dykes	2,754,000						
								Springbank Dam	6,300						
Lucan Biddulph	0.3497	0.3507	0.3497		0.3507	26,038	26,038		-	0.0210	201	0.0210	53	254	26,292
Thames Centre	3.1877	3.1974	3.1877		3.1974	237,397	237,397	Dorchester CA Dam	56,500	0.1918	1,836	0.1918	480	78,815	316,212
								Dorchester Mill Pond Dam	20,000						
Strathroy-Caradoc*	0.3034		0.3034						-	-	-	-	-	-	-
Middlesex Centre	2.4364	2.4438	2.4364		2.4438	181,445	181,445		-	0.1466	1,403	0.1466	367	1,769	183,214
Stratford	7.1849	7.2068	7.1849		7.2068	535,083	535,083	Stratford Channel	242,000	0.4324	4,138	0.4324	1,081	289,025	824,108
								RT Orr Dam	41,806						
Perth East	1.4139	1.4182	1.4139		1.4182	105,297	105,297	Shakespeare Dam	5,000	0.0851	814	0.0851	213	6,027	111,324
West Perth	1.4853	1.4899	1.4853		1.4899	110,620	110,620	Mitchell Dam	107,000	0.0894	856	0.0894	224	352,643	463,264
								Fullarton Dam	244,564						
St Marys	1.4560	1.4604	1.4560		1.4604	108,430	108,430	St Marys Floodwall	65,000	14.0876	134,818	0.0876	219	200,037	308,467
Perth South	1.1594	1.1629	1.1594		1.1629	86,342	86,342		-	0.0698	668	0.0698	175	843	87,184
South Huron	0.2003	0.2009	0.2003		0.2009	14,916	14,916		-	0.0121	116	0.0121	30	146	15,062
Zorra Township	-	-	-		-	-	-	Embro Dam	100,000	-	-	-	-	111,500	111,500
								Harrington Dam	11,500						
South-West Oxford	-	-	-		-	-	-	Centreville Dam	40,629	-	-	-	-	40,629	40,629
Total	100	100	100	-	100	\$7,424,690	\$7,424,690		\$4,392,799	100	\$957,000	100	\$250,000	\$5,521,798	\$12,946,489

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

** Province provided updated MCVA after preliminary draft budget package produced.

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

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

Table 5. Municipal Levies Detail: General Distribution Rates - Operating Levy and Capital Maintenance Levy

Category 1 Mandatory Programs	Program Cost	Municipal Support
Environmental Planning and Regulations		
- Regulations under S28.1 Natural Hazards	\$1,453,897	\$729,000
- Planning Activities	1,428,463	796,000
Water Management		
- Flood Forecasting and Warning	739,951	586,848
- Infrastructure Operations and Maintenance (see pg 8 Municipal Levies Detail: Special Benefitting Rates)	1,690,332	1,000
- Mapping, Studies, and Information Management	1,446,145	1,345,000
- Climate Change Risk and Mitigation	308,265	183,500
- Low Water Response	13,204	13,000
- Natural Hazards Outreach Programs	492,875	337,608
Land Management		
- Lands Management (Risk, Enforcement, Encroachment)	777,012	730,500
- Lands Strategy Implementation (including Acquisition and Disposition)	73,302	52,000
- Public Access for Passive Recreation (see pg 8 Municipal Levies Detail: Special Benefitting Rates)	1,432,338	891,300
- Natural Heritage Conservation on UTRCA Lands	577,274	162,500
Provincial Water Monitoring	178,103	166,500
Drinking Water Source Protection	556,695	-
Watershed Management Strategy Implementation	196,217	210,000
Essential Corporate Costs	1,449,379	776,435
Total Operating Levy	12,813,452	6,981,190
Capital Maintenance Levy (not flood control related)	4,068,537	443,500
Total Costs to Levy (MCVA general distribution except where noted as special benefitting rates)	\$16,881,989	\$7,424,690

Table 6. Municipal Levies Detail: Special Benefitting Rates - Operating and Capital

Structure	Passive Recreation	Infrastructure Operation and Maintenance		Special Benefitting Total for Structures
	Dam Operation and Maintenance	Operation, Routine and Preventative Maintenance - Flood Control Structures	Capital Repairs and Environmental Assessments	
Fanshawe Dam	-	\$537,500	\$55,000	\$592,500
Wildwood Dam	-	376,500	580,500	957,000
Pittock Dam	-	250,000	-	250,000
London Dykes	-	46,000	2,708,000	2,754,000
St. Marys Floodwall	-	65,000	-	65,000
Ingersoll Channel	-	28,000	-	28,000
Stratford Channel	-	21,000	20,806	41,806
Springbank Dam	\$6,300	-	-	6,300
RT Orr Dam	47,000	-	195,000	242,000
Mitchell Dam	75,000	-	169,564	244,564
Harrington Dam	-	-	11,500	11,500
Embro Dam	11,000	-	89,000	100,000
Fullarton Dam	60,000	-	47,000	107,000
Shakespeare Dam	1,000	-	4,000	5,000
Dorchester CA Dam	500	-	56,000	56,500
Dorchester Mill Pond Dam	3,500	-	16,500	20,000
Centreville Dam	4,000	-	36,629	40,629
Total Levies for Structures under Special Benefitting	\$208,300	\$1,324,000	\$3,989,499	\$5,521,799

Table 7. Category 1 Programs and Services Operating Budget

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

Funding

- The CA is permitted to levy their member municipalities for the full cost of delivering these mandated programs and services. The UTRCA uses revenues from agricultural leases, interest earned on investments, and internal program chargeback recoveries by allocating costs, to reduce the levy impact on member municipalities.
- All corporate costs may be included as Category 1 (i.e., eligible for full levy funding) but UTRCA is allocating program-specific costs to programs and services in all three categories. Essential corporate costs that are not program-specific are included as a grouping within Category 1 below.

Expenses by Type	Enviromental Planning and Regulations	Water Management	Land Management	Provincial Water Monitoring	Drinking Water Source Protection	Watershed Management Strategy	Essential Corporate Costs	Total
Wages and Benefits	\$2,216,068	\$2,751,429	\$1,589,919	\$110,069	\$315,418	\$166,056	\$2,843,000	\$9,991,959
Depreciation Expenses	2,298	665,221	220,866				551,498	1,439,882
Property Related Expenses	1,000	172,550	305,734				354,000	833,284
Technical and Consulting Services	61,000	85,090	57,256		146,484		173,505	523,335
Computers and Communications	51,000	112,412	32,666	5,000	27,779		324,360	553,217
Insurance and Risk Management		41,314	29,657	1,500			289,569	362,039
Materials and Supplies	200	78,253	168,608	2,000	700		196,750	446,511
Fleet Related Expenses			-				159,750	159,750
Staff Travel, PD, PPE, Uniforms	16,800	17,864	34,381		1,220		79,400	149,665
Board per Diems					5,265		16,000	21,265
Banking and Other		6,820					20,000	26,820
Corporate Allocations	536,292	760,970	421,988	59,534	59,829	30,160	(3,563,049)	(1,694,275)
Total Operating Expenses	2,884,658	4,691,921	2,861,076	178,103	556,695	196,217	1,444,783	12,813,452

Table 8. Category 2 Programs and Services Operating Budget

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

Funding

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

Expenses by Type	City of London ESA / Lands Management	City of London Water Quality Monitoring	Drinking Water Source Protection Risk Management	2025 Total
Wages and Benefits	\$566,021	\$64,345	\$122,685	\$753,052
Depreciation Expenses				-
Property Related Expenses	36,175		800	36,975
Technical and Consulting Services	1,500		28,920	30,420
Computers and Communications	250		12,800	13,050
Insurance and Risk Management			2,675	2,675
Materials and Supplies	82,100		10,000	92,100
Fleet Related Expenses				-
Staff Travel, PD, PPE, Uniforms	13,650		6,800	20,450
Board per Diems				-
Banking and Other				-
Corporate Allocations	237,438	24,349	37,206	298,993
Total Operating Expenses	937,134	88,695	221,886	1,247,715

Table 9. Category 3 Programs and Services Operating Budget

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

Funding

- Multiple funding sources including municipal support through cost apportioning agreements (cannot be funded through levy) (see page 12).
- Category 3 programs and services are funded largely through contracts and grants, most of which require some financial support from municipalities.
- The budget reflects anticipated funding from senior government grant program.

Expenses by Type	Community Partnerships and Education	Water Quality Database Management	Subwatershed Planning and Monitoring	Landowner Stewardship Programs	Land Lease Management	2025 Total
Wages and Benefits	\$729,554	\$37,723	\$439,298	\$936,069	\$230,775	\$2,373,418
Depreciation Expenses		4,914	2,632		14,528	22,074
Property Related Expenses	20,260			246,800	282,819	549,879
Technical and Consulting Services	1,560	60,000	37,244	131,100	52,000	281,904
Computers and Communications	3,720	7,525	10,764	5,250	1,915	29,174
Insurance and Risk Management	731		101	380	11,439	12,651
Materials and Supplies	76,215		2,000	226,964	35,905	341,084
Fleet Related Expenses			-		1,565	1,565
Staff Travel, PD, PPE, Uniforms	5,240	800	1,125	11,700	4,380	23,245
Board per Diems						-
Banking and Other	16,780		22,200	3,555,000	8,800	3,602,780
Corporate Allocations	215,133	12,018	127,164	439,485	38,989	832,788
Total Operating Expenses	1,069,192	122,980	642,528	5,552,747	683,114	8,070,561

Table 10. Category 3 Municipal Cost Apportioning Agreements

Municipality	2024 MCVA %	2025 MCVA TBD*** %	Category 3 Cost Apportionment
Oxford County	16.981	16.981	\$106,393
London	64.088	64.088	401,539
Lucan Biddulph	0.351	0.351	2,197
Thames Centre	3.197	3.197	20,033
Strathroy Caradoc	-	-	-
Middlesex Centre	2.444	2.444	15,311
Stratford	7.207	7.207	45,154
Perth East	1.418	1.418	8,886
West Perth	1.490	1.490	9,335
St Marys	1.460	1.460	9,150
Perth South	1.163	1.163	7,286
South Huron*	0.201	0.201	1,259
Total	100	100	\$626,543

*Municipality of South Huron is not participating in Category 3 programs.

** Province provided updated MCVA after preliminary draft budget package produced.

Table 11. Other Category 3 Programs and Services (Campground Operations) Operating Budget

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

Expenses by Type	Cost
Wages and Benefits	\$2,486,193
Depreciation Expenses	164,770
Property Related Expenses	843,709
Technical and Consulting Services	197,173
Computers and Communications	20,712
Insurance and Risk Management	120,270
Materials and Supplies	283,152
Fleet Related Expenses	4,750
Staff Travel, PD, PPE, Uniforms	40,304
Board per Diems	
Banking and Other	
Corporate Allocations	562,494
Total Operating Expenses	4,723,527

Upper Thames River Conservation Authority Levy Apportionment Data for 2025

The modified current value assessment method is based on property tax values and how much of the geographic area of the participating municipality is located within the authority's area of jurisdiction.

Municipality	% in CA	2024 Tax Year Current Value Assessment (CVA) (Modified)	2024 Tax Year CVA (Modified) in CA Jurisdiction	CVA Based Apportionment Percentage
Municipality of South Huron	8	1953079167	156,246,333	0.2024
City of London	82	60304810158	49,449,944,330	64.0489
Township of Lucan Biddulph	32	860171025	275,254,728	0.3565
Municipality of Middlesex Centre	49	3895311738	1,908,702,752	2.4722
Municipality of Thames Centre	92	2724053000	2,506,128,760	3.2460
Township of Blandford-Blenheim	12	1485641478	178,276,977	0.2309
Township of East Zorra-Tavistock	89	1472685943	1,310,690,489	1.6976
Town of Ingersoll	100	1869882998	1,869,882,998	2.4219
Township of Norwich	13	1777843570	231,119,664	0.2994
Township of South-West Oxford	62	1280797330	794,094,345	1.0285
City of Woodstock	100	6837690524	6,837,690,524	8.8564
Township of Zorra	100	1908401645	1,908,401,645	2.4718
Total of Oxford Area Municipalities	-	16632943488	13,130,156,642	17.0065
Township of Perth East	51	2138784312	1,090,779,999	1.4128
Township of Perth South	98	913181437.3	894,917,809	1.1591
Town of St. Marys	100	1129497883	1,129,497,883	1.4630
City of Stratford	100	5536395464	5,536,395,464	7.1709
Municipality of West Perth	67	1684386349	1,128,538,854	1.4617
UTRCA TOTAL			77,206,563,553	100.0000

Upper Thames River Source Protection Authority Clean Water Act (CWA) Levy Apportionment Data for 2025

Municipality	% in SPA	2024 Tax Year Current Value Assessment (CVA) (Modified)	2024 Tax Year CVA (Modified) in SPA Jurisdiction	CVA Based Apportionment Percentage
Municipality of South Huron	8	1953079167	156,246,333	0.2018
City of London	82	60304810158	49,449,944,330	63.8549
Township of Lucan Biddulph	32	860171025	275,254,728	0.3554
Municipality of Middlesex Centre	49	3895311738	1,908,702,752	2.4647
Municipality of Thames Centre	92	2724053000	2,506,128,760	3.2362
Township of Strathroy - Caradoc	7	3351091641	234,576,415	0.3029
Township of Blandford-Blenheim	12	1485641478	178,276,977	0.2302
Township of East Zorra-Tavistock	89	1472685943	1,310,690,489	1.6925
Town of Ingersoll	100	1869882998	1,869,882,998	2.4146
Township of Norwich	13	1777843570	231,119,664	0.2984
Township of South-West Oxford	62	1280797330	794,094,345	1.0254
City of Woodstock	100	6837690524	6,837,690,524	8.8295
Township of Zorra	100	1908401645	1,908,401,645	2.4643
Total of Oxford Area Municipalities	-	16,632,943,488	13,130,156,642	17.0065
Township of Perth East	51	2138784312	1,090,779,999	1.4085
Township of Perth South	98	913181437.3	894,917,809	1.1556
Town of St. Marys	100	1129497883	1,129,497,883	1.4585
City of Stratford	100	5536395464	5,536,395,464	7.1492
Municipality of West Perth	67	1684386349	1,128,538,854	1.4573
UTRCA TOTAL			77,441,139,968	100

To: UTRCA Board of Directors
From: Tracy Annett, General Manager
Date: August 27, 2024
File Number: BoD – 08-24-58
Agenda #: 6.2
Subject: Administrative By-Law Annual Review

Recommendation

That the Board approves the amended Administrative By-Laws updated August 27, 2024, effective September 1, 2024 for the Upper Thames River Conservation Authority.

Background

The recommended edits to the UTRCA's Administrative By-Law are attached showing track changes. Primarily, revisions and additions include:

- Updated references to Ontario Regulation 41/24, and 402/22,
- Changes to reflect the addition of the appointment of the Vice-Chair position to the Finance and Audit Committee,
- Updates to the Delegation section to accommodate delegations wishing to speak to posted agenda items,
- Modification to Notice of Motion to allow motions submitted by Members up to seven days prior to a meeting to be included on the agenda.

The above have been discussed at previous board meetings and included in the attached.

Prepared and Recommended by:

Tracy Annett, General Manager

Attachment: UTRCA Administrative By-Law with proposed changes

Administrative By-Law

For the Upper Thames River Conservation Authority



Photo: Tom Arban Photography Inc.



Revisions

Revision Date	Details
March 2022	Comprehensive Review of Administrative By-Law, amendments based on input provided by N. Bellchamber
June 2023	Additions: <ul style="list-style-type: none"> - Ontario Not-For-Profit Corporations Act - Legislative updates to the Conservation Authorities Act, effective January 1, 2023 and July 1, 2023 - Meeting Procedures for electronic meetings / hybrid
August 2024	Amended to reflect Ontario Regulations 402/22 Amended to reflect Ontario Regulations 41/24 Additions: <ul style="list-style-type: none"> - Additional role of Vice Chair on the Finance and Audit Committee - Combining roles of General Manager and Secretary Treasurer for conciseness - Clarity for notice of motion process - Updated delegation process

UPPER THAMES RIVER CONSERVATION AUTHORITY

Administrative By-Law

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I. Administrative By-Law

Introduction

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

Under the Act, municipalities within a common watershed are enabled to petition the province to establish a conservation authority. Members of the Authority are appointed as representatives by the Participating Municipalities and are effectively directors also of the Authority. Members of the UTRCA as established by the [1993 Order In Council](#) and is as follows:

Participating Municipality and designated groups for the purpose of appointing members	Appointed Representatives
City of London	Four members
Municipality of Middlesex Centre	One member
Municipality of Thames Centre and Township of Lucan-Biddulph	One member
Township of Blandford-Blenheim and Township of East-Zorra Tavistock	One member
Town of Ingersoll	One member
Municipality of Norwich & Township of South-West Oxford	One member
City of Woodstock	One member
Township of Zorra	One member
Municipality of West Perth	One member
Township of Perth East	One member
Township of Perth South, Town of St. Marys and Municipality of South Huron	One member
City of Stratford	One member

An additional member may be appointed to the authority by the Minister as a representative of the agricultural sector.

The Members of the Conservation Authority form the Board of Directors 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](#).

Powers of authorities

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

(a) to research, study and investigate the watershed and to support the development and implementation of programs and services intended to further the purposes of this Act;

(b) for any purpose necessary to any project under consideration or undertaken by the authority, to enter into and upon any land, with the consent of the occupant or owner 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 any land that it may require, and, subject to subsections (2) and (4), 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;

(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) REPEALED;

(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](#), as amended from time to time.

“Agricultural Representative” means the member appointed by the Minister to the Authority at the discretion of the Minister. The agricultural representative shall not vote on resolutions related to budgetary matters and enlargements, amalgamations and dissolution of the authority as prescribed in section 14 (4.0.1) of the Act.

“Board or Board of Directors” means the members of the Authority acting in a duly constituted meeting.

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

“Electronic Meeting” means a meeting called and held in full or in part via electronic means (including, but not limited to, video conference, audio conference, teleconference or other appropriate electronic means), and with or without in-person attendance.

“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 and effectively acting as directors as specified in the *Ontario Not-For-Profit Corporations Act (ONCA)*.

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

“Modified Current Value Assessment (MVCA) Apportionment method” means a method of apportioning an authority’s operating expenses and capital costs that is based on the modified current value assessment of the properties within the authorities’ area of jurisdiction.

“Majority” means a whole number equaling more than half of a total.

“Members” shall mean the members appointed to the Authority according to section 14 of the Act who have the authority to act on behalf of the corporation and a member appointed to the Authority by the Minister as a representative of the agricultural sector (as applicable) and effectively act as directors as specified in the *Ontario Not-For-Profit Corporations Act (ONCA.)*.

“Minister” means the minister as defined in the Conservation Authorities Act.

“Non-matching Levy Benefit-based apportionment method” means that portion of an Authority’s levy that meets the definition of non-matching-benefit-based apportionment method ~~levy~~ as found in Ontario Regulation ~~439/96~~402/22.

“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 or regulation thereunder as a participating municipality in a conservation authority.

“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.

“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~~402/22 for Municipal Levies.

B. Governance

1. Members

1.1 Appointments

Participating Municipalities within the jurisdiction of the Upper Thames River Conservation Authority shall appoint Members in accordance with Section 14 of the Act. Participating municipalities and designated groups of municipalities for the purposes of appointing members are provided in the UTRCA's [1993 Order In Council](#) . For detailed current explanation, refer to the [governance section of the Authority's website](#).

Members must reside in a Participating Municipality within the Authority's area of jurisdiction. Participating municipalities must ensure that at least 70 percent of its appointees are selected from among the members of the municipal council or apply to the Minister for permission to appoint less than this percent. Additional appointees may include citizens as well as an additional member who may be appointed by the Minister as a representative of the agricultural sector.

The minister may appoint a representative from the agricultural sector for a term up to four years. An extension may be granted at the discretion of the minister. Section 14 of the Act specifies that the member of the authority appointed by the minister shall not vote on resolutions related to any budgetary matter. In addition, the appointed member may not vote on resolutions: to enlarge an authority's area of jurisdiction, to amalgamate an authority with another, or to dissolve an authority.

1.2 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 participating municipality; such term beginning at the first meeting of the Authority following their appointment and ending immediately before the first meeting of the Authority following the appointment of their 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 their 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. The minister will define the term for the Member they appoint as a representative of the agricultural sector.

1.3 Powers of the Authority

Subject to the Act and other applicable legislation, the Board of Directors 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, the powers of the Board of Directors 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 / Secretary-Treasurer;
- iii. Terminating the services of the General Manager / 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 / 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 acquisition 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 [or as may be required under the Act or Regulation 41/24](#), and advising every applicant of their right to appeal the decision [directly](#) to the Minister [or](#) through [the](#) Ontario Lands Tribunal;

1.4 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 General Manager/Secretary-Treasurer and other staff of the Authority are responsible for the day-to-day operations, the Board of Directors 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.

Every member and officer in exercising their powers and discharging their duties to the Authority shall act honestly and in good faith with a view to the best interests of the Authority and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

All Members have the responsibility to be guided by and adhere to the Code of Conduct (Appendix 1) and the Municipal Conflict of Interest Act (Schedule A), as adopted by the Authority. Additionally, the agricultural representative appointed by the Minister will be required to follow the provincial ethical framework set out for government public appointees in the Management Board of Cabinet's Agencies and Appointments Directive.

Members are responsible for:

1. Attending all meetings of the Authority;

2. Understanding the purpose, function and responsibilities of the Authority;
3. Being familiar with the Authority's statutory and other legal obligations;
4. With the advice from the administration, setting strategic direction for the Authority.

1.5 Applicable Legislation

In addition to the Conservation Authorities Act and Regulations, 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*
- *Occupational Health and Safety Act, and*
- *Not-for-Profit Corporations Act, 2010*

If any part of this 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. The same applies to conflicts between these by-laws and the *Not-for-Profit Corporations Act* except when dictated by the Conservation Authorities Act in which case the Act prevails.

1.6 Relationship Between Members and Staff

The General Manager / Secretary-Treasurer shall manage the operations of the organization, including all employees of the Authority. The General Manager / Secretary-Treasurer is accountable to the Authority, working cooperatively to achieve the goals established by the Members.

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

- a) The Board delegates the day to day operation of the Authority to the General Manager.
- b) The authority of the General Manager / Secretary-Treasurer is contained within Policies and By-laws. Individual Directors' do not have the authority to issue directions to the General Manager / Secretary-Treasurer or the Authority staff.
- c) If Board Directors wish to make suggestions or requests to staff, they do so through the General Manager / Secretary-Treasurer. The General Manager / Secretary-Treasurer reserves the right to manage those requests at their discretion.
- d) In the event of the resignation, termination, death, disability or otherwise unavailability of the General Manager / Secretary-Treasurer to perform the responsibilities of the position, the Board shall appoint an Acting General Manager / Secretary-Treasurer to assume the responsibilities within five (5) business days.
- e) The General Manager / Secretary-Treasurer 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, and preferable but not required, a member who has served a minimum of one year on a Conservation Authority Board of Directors;
- b) Presides at all meetings of the Board of Directors (and Executive Committee if applicable);
- ~~b)c)~~ Attends all Hearing Committee and Finance and Audit Committee meetings;
- ~~c)d)~~ Calls special meetings if necessary;
- ~~d)e)~~ Acts as a public spokesperson on behalf of the Board of Directors;
- ~~e)f)~~ Serves as signing officer for the Authority;
- ~~f)g)~~ Ensures relevant information and policies are brought to the Authority's attention;
- ~~g)h)~~ Keeps the Board of Directors apprised of significant issues in a timely fashion;
- ~~h)i)~~ Performs other duties when directed to do so by resolution of the Authority.
- ~~i)j)~~ Chair Source Protection Authority meetings;
- ~~j)k)~~ Serve as the Authority's voting representative on Conservation Ontario Council (CO), unless otherwise designated
- ~~k)l)~~ Annually evaluates the performance of General Manager / Secretary-Treasurer measuring their performance against the Authority's strategic plan and financial and human resources goals of the organization and recommend the annual salary and pay for performance of the General Manager / Secretary-Treasurer for consideration to the Board Members.

Vice-Chair

- a) Is/are a Member of the Authority, and preferable but not required, a member who has served a minimum of one year on a Conservation Authority Board of Directors;
- b) Attends all Board meetings, Finance and Audit Committee meetings, and Hearing Committee meetings;
- c) Carries out assignments as requested by the Chair;
- d) Understands the responsibilities of the Chair and acts as Chair immediately upon the death, incapacity to act, absence or resignation of the Chair until such time as a new Chair is appointed or until the Chair resumes their duties;
- e) Serves as a signing officer for the Authority.
- f) Serves as the Authority's alternate voting representative on Conservation Ontario Council (CO), in the event the Chair is not available to attend;
- g) Participates in the annual evaluation of the performance of General Manager / Secretary-Treasurer measuring their performance against the Authority's strategic plan and financial and human resources goals of the organization.

General Manager~~General Manager / Secretary-Treasurer~~ (GM)

The duties of the Chief Administrative Officer / General Manager and the Secretary-Treasurer may be combined and assigned to a single position, in which case the person is an Officer called the General Manager. Responsibilities of the GM as assigned by the Authority include, but are not limited to the following:

- a) Is an employee of the Authority;
- ~~a)b)~~ Attends all meetings of the Board of Directors (and Executive Committee if applicable) or designates an acting GM if not available;

- ~~b)c)~~ 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;
- ~~e)d)~~ Develops a strategic planning process for approval by the Board of Directors and Implements short and long-range goals and objectives;
- ~~d)e)~~ Is responsible for the management of the operations of the Authority, including all staff and programs of the Authority;
- ~~e)f)~~ Ensures resolutions of the Authority are implemented in a timely fashion;
- ~~f)g)~~ 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;
- h) Serves as a signing officer for the Authority;
- i) Fulfills the requirements of the Secretary-Treasurer as defined under the Act;
- ~~g)i)~~ Is the custodian of the Corporate Seal;-
Servess 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~~

- ~~a) Is an employee of the Authority;~~
- ~~b) Fulfills the requirements of the Secretary-Treasurer as defined in the Act;~~
- ~~c) Attends all meetings of the Board of Directors (and Executive Committee, if applicable);~~
- ~~d) Is the custodian of the Corporate Seal;~~
- ~~e) 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 may be combined and assigned to a single position, in which case the person is an Officer called the General Manager.~~

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 comprising a quorum 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)

Both the Chair and Vice-Chair shall hold office for a term of one year~~,~~ and shall serve for no more than two consecutive terms. Notwithstanding these terms, the Minister may grant permission (upon application by an Authority or a participating municipality) for a Chair or Vice-Chair to serve for a term of more than one year or to hold office from more than two consecutive terms.

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 2). Successors to the positions of Chair and Vice-Chair shall be a Member from a different participating municipality from the incumbent. Upon application by an Authority or a participating municipality, the Minister may grant permission for a member who was appointed to the Authority by the same participating municipality that appointed the outgoing Chair or Vice-Chair to serve as Chair or Vice-Chair.

7. Appointment of Financial Institution

The Board of Directors shall appoint a financial institution to provide banking services to the Authority by Resolution as required.

8. Appointment of Solicitor

The Board of Directors shall appoint a solicitor to act as the Authority's legal counsel.

9. ~~Financial Statements and Report~~Appointment of the Auditor

The Board of Directors shall appoint an auditor in accordance with Section 38 of the Act.

The Authority's accounts and transactions will be audited annually by a person licensed under the *Public Accounting Act, 2004* and shall ensure that the annual audit is prepared in accordance with generally accepted accounting principles for local governments recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

The Board of Directors 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 within sixty (60) days of receiving the Auditor's Report, and at the Administrative Offices.

10. 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.

11. 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.

12. 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. These officers are empowered to sign such documents as are necessary for transactions approved by the Authority's Board of Directors.

Other signing officers for operational purposes include all Unit Managers and others engaged in day to day signing activities. Examples of such transactions are issuing payroll, and making payments for purchases, by either cheque for Electronic Funds

Transfer (EFT). Two signers shall verify each payment just as two people shall be involved in executing funding agreements, contracts and investment transactions. Those other staff positions are:

- Manager, Community and Corporate Services
- Manager, Water and Information Management
- Manager, Integrated Watershed Management
- Manager, Environmental Planning and Regulations
- Manager, Lands, Facilities and Conservation Areas
- Supervisor, Finance and Accounting
- Financial Analyst
- Payables and Payments Administrator
- Human Resources Coordinator
- Human Resources/ Payroll

Any changes to Signing Officers will be disclosed annually to the Board in the Factual Certificate.

13. Executive Committee

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

14. 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 Board of Directors 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 Board of Directors, 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.

[The election of the Advisory Board and Committees shall be held at the first meeting held each year and will follow the Authority's Procedures for Election of Officers \(Appendix 2\).](#)

Advisory Boards of the Upper Thames River Conservation Authority are:

a. 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, [the Vice-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.

b. 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 and follows the [Hearing Guidelines for Conducting Hearings Pursuant to the Section 28 of the Act](#). 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 shall also serve as Executive Committee when required; however, the practice of the Board is to deal with all matters before the whole Board rather than an Executive Committee.

- c. **Source Protection Striking Committee** The UTRCA also sits as the Source Protection Authority pursuant to the Clean Water Act and Regulations or Minister's direction. 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.

15. 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 General Manager / Secretary-Treasurer. In addition, an honorarium may be approved by the Authority for the Chair and Vice-chair 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.

Remuneration of the Member appointed by the Minister as a representative of the agricultural sector is at the expense and discretion of the Province.

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 Board of Directors from time-to-time. Requests for such reimbursements shall be submitted within a timely fashion and shall be consistent with Canada Revenue Agency guidelines.

16. 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 Board of Directors from time to time.

17. Records Available to Public

Records of the Authority shall be available to the public as required pursuant to, the *Municipal Freedom of Information and Protection of Personal Privacy Act* (MFIPPA) and further to O. Regulation 400/22 Information Requirements.

The General Manager shall act as head of the Authority for the purposes of MFIPPA.

18. 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 Board of Directors shall review the by-laws annually to ensure best management practices in governance are being followed.

19. 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.

20. Enforcement of By-laws and Policies

The Board members shall respect and adhere to all applicable by-laws and policies (for example, the Code of Conduct and Conflict of Interest, Appendix 1 and Schedule A, respectively). The Authority may take reasonable measures to enforce its by-laws and policies, including the enforcement mechanisms under the *Municipal Conflict of Interest Act*. The procedure for enforcement shall be as follows:

- 20.1 Board members are encouraged to resolve disagreements and conflicts through one-on-one discussion in order to remedy a behaviour or activity contrary to the UTRCA policies. However, it is not required to have a discussion prior to pursuing the Formal Complaint Procedure as described below:
- 20.2 The Formal Complaint Procedure shall be as follows:
 - a) A dated signed written complaint detailing the relevant particulars shall be submitted to the General Manager;
 - b) Upon receipt of the complaint, the General Manager or designate shall prepare an information package to provide to the Board in closed session at a regularly scheduled meeting advising that a complaint was received. A report shall include the following information subject to any requests to maintain privacy (and administered in accordance with applicable privacy legislation):
 - i. The Complaint: names of alleged offender and complainant, date the written complaint was received etc.;
 - ii. A copy of the Policies that are relevant;

- iii. Such other information or documentation that the General Manager/Secretary Treasure or designate deems relevant,
- c) An investigation will be conducted regarding the alleged breach. The Board may choose to engage an independent investigator to investigate the alleged breach.
- d) The findings of the investigation and the Board Member's response will be communicated to the Board in a closed meeting within 60 days of the receipt of the information package.
- e) The Board Member will be given a reasonable opportunity as established by the Board to respond to the allegation.
- f) The Board may choose to enforce the regulation or policy following debate by, among other things, including but not limited to the following:
 - i. Requesting adherence to the regulation or policy in the future;
 - ii. Imposing procedures to monitor adherence to the regulation or policy in future;
 - iii. If the member is chair or vice chair of a committee of the Board or advisory board, removing the member from that position; or
 - iv. Recommending to the municipality that the appointed member that the appointment be revoked, and a replacement be appointed.
- g) The information package, outcome of the investigation, and decision of the Board shall be forwarded to the Board Member's appointing municipality and the integrity commissioner of the Board Member's appointing municipality to inform them of the complaint.

21. Indemnification of Members, Officers and Employees

The Authority undertakes and agrees to indemnify and save harmless its Members, including the Member appointed by the Minister, 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. When the Authority or Executive Committee, as the case may be, are sitting as a Hearing Board, hearings will meet the requirements of the *Statutory Powers and Procedures Act SPPA*, the details of which are specified in the *UTRCA Hearing Guidelines for Conducting Hearings Pursuant to Section 28 of the Conservation Authorities Act*.

1. Rules of Procedure

- 1.1 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 Simplified and Applied, Third Edition, will be followed.

2. Notice of Meeting

- 2.1 The Board of Directors shall approve a schedule for regular meetings in November for the upcoming year. The schedule will be posted to the Authority website December 1st. The Secretary-Treasurer shall send Notice of regular meetings to all Members at least seven calendar days in advance of a meeting. Such notice shall include time, place, agenda, and shall be posted on website. Notice of all regular or special meetings of the Board of Directors or its committees shall be made available to the public no later than one business day after it is delivered to the Board of Directors.
- 2.2 Notice of any meeting shall indicate the time and place of that meeting and the agenda for the meeting.
- 2.3 Communications to be dealt with by the Authority shall be delivered 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.
- 2.4 The Chair may direct the Secretary-Treasurer, to 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. Upon petition of the majority of the members the Secretary-Treasurer shall call a special meeting of the Authority and only that business cited on the petition shall be considered at that special meeting.
- 2.5 The Chair in consultation with Secretary-Treasurer/General Manager may cancel, postpone, or reschedule electronically a meeting in the case of actual or pending inclement weather or other urgent situation, by notice in writing or email delivered to the members so as to be received by them at least 12 hours where practical before the hour appointed for the meeting. Postponement shall not be for any longer than the next regularly scheduled meeting date.

3. Meetings Open to Public

- 3.1 All meetings of the Board of Directors and Committees, shall be open to the public as per Section [15\(3\) 239\(1\)](#) of the [Municipal Act \(Schedule B\)](#). Where possible, the Authority will provide for alternative means for the public to participate in meetings electronically.

3.2 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 or arises during a meeting requiring that it be closed to the public at the time that the matter is raised at a meeting, and the subject matter meets the criteria for a closed meeting as defined in Section C.12 in this by-law.

4. Agenda for Meetings

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

4.2 An agenda which shall include, but not necessarily be limited to, the following headings:

1. Territorial Acknowledgement
2. Modifications to the Agenda
3. Declaration of Pecuniary Interest
4. Presentations/Delegations
5. Administrative Business
 - i. Approval of Minutes of Previous Meeting
 - ii. Business Arising from Minutes
 - iii. Correspondence
6. Reports – For Consideration
7. Reports – In Camera
8. Reports – Information
9. Reports – Committee Updates
10. Notices of Motion
11. Chair's Comments
12. Members Comments
13. General Manager's Comments
14. Adjournment

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

5 Quorum

5.1 At any meeting of the Authority, 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 (per s16(2) CAA). Note: the member appointed by the Minister to represent agricultural interests is not part of quorum.

5.2 If there is no quorum within one quarter hour after the time appointed for the meeting, the meeting shall stand adjourned due to a lack of a quorum. The recording secretary shall record the names of the Members present and absent.

5.3 If during an Authority or Advisory Board or Committee meeting a quorum is lost and not regained within fifteen minutes of quorum being lost, then the meeting shall stand adjourned, until the date of the next regular meeting or other meeting called in accordance with the provisions of this by- law.

5.4 Where the number of Members who are disqualified from participating in a meeting due to the declaration of a pecuniary 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. Municipal conflict of interest act R.S.O 1990, c. .50, s. 7.(1).

6 Order of Business

6.1 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.

7 Debate

7.1 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 wish 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) Motions 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, postpone, refer, lay on the table, or other subsidiary 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 vote on the motion, or to adjourn;
- j) When a main motion is under consideration, only one amendment is permitted at a time. It cannot be in opposition to the main motion. Only one amendment may be permitted to an amendment.
- k) To reconsider a vote on a motion, only a member who voted on the prevailing side can make the motion requiring a majority vote to adopt. Members must make this motion at the same meeting in which the vote was taken and cannot be reconsidered.

8 Members' Attendance

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

8.2 Where a vacancy occurs, the Authority shall request the municipality that was represented by that Member appoint a Member replacement.

8.3 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.

9 Electronic Meetings and Participation

Electronic meetings are permitted, and the Meeting Procedures identified in this by-law apply.

A Member can participate electronically in a meeting that is open or closed to the public and in either case may be counted in determining whether a quorum of members is present at any point

in time. Electronic meetings must permit all participants to communicate adequately with each other during the meeting. For open electronic meetings, the public must have the opportunity to observe electronically all that Members can hear and see at the meeting.

- 9.1 Electronic participation in meetings shall be permitted during any period of time. For further clarity, any hearing or appeal that is dealt with in this By-Law may be conducted as a hybrid meeting with provisions for applicants and their agents to participate if the Hearings Committee decides to hold any such hearing or appeal as an electronic or hybrid meeting. All such meetings shall be open to the public unless the meeting is closed to the public pursuant to Section C.3 of this By-Law. The General Manager, in consultation with the Administrative Assistant, may direct that a Board of Directors, Executive Committee, advisory board or other committee meeting be conducted electronically or as a hybrid meeting, via a meeting platform.
- 9.2 A Board Member shall be permitted to participate by electronic means in any Board of Directors, Executive Committee, advisory board or other committee meeting. Any Member participating by electronic means shall have the ability to:
 - a) register a vote;
 - b) be counted towards determining quorum for both open and closed session; and
 - c) participate in a meeting that is closed to the public.
- 9.3 The Board Member or advisory board member who wishes to participate by electronic means shall provide the Administrative Assistant a minimum of 48 hours' notice, or as much time that is practically required to ensure appropriate preparations for a hybrid meeting.
- 9.4 Members attending by electronic means that is closed to the public shall declare at the start of the closed session that they will maintain the confidentiality of the closed session through ensuring that they are alone and that any discussions cannot be overheard.
- 9.5 Electronic meetings shall be conducted in accordance with the procedures established by the Administrative Assistant for facilitating electronic participation, which will ensure the adequate communications during the meeting and allow members of the public to hear and observe meetings open to the public. Procedures will not be contrary to prevailing Provincial legislation, order or direction.
- 9.6 All meetings of the Board of Directors, Executive Committee, Advisory Committees, and other meetings as directed by the Chair, will be livestreamed except in times of technological failure (e.g., Internet [or power](#) outage, system crash). Meeting recordings shall be made publicly available for later viewing. Failure to livestream or produce a recording does not call the meeting into question.

10 Delegations

- 10.1 Any person or organization desiring an opportunity to address the Authority may make a request in writing to the General Manager ten (10) days in advance of a scheduled meeting if such a request is to be included in the agenda of that meeting. A detailed brief of their presentation, including any presentation materials to be used, outlining the request/direction the presenter is seeking from the Standing Committee or the Board and if applicable, the name, address and telephone number of any person(s) or organization they represent. The brief will form part of the official record of the proceedings of Committee or the Board and therefore will be a public document.

10.2 The General Manager is empowered to seek clarifications from the person or organization if the submitted statement is ambiguous and/or requires further explanation.

10.3 Any person or organization requesting an opportunity to address the Authority related to a specific agenda item, but not having made a written request to do so in the timelines specified above, may register as a delegation through the Office of the General Manager / Secretary-Treasurer up to two business days immediately preceding a meeting of the General Membership or shall be listed on the published agenda for the following meeting. Registered delegations may address the Authority by joining the meeting electronically or in person. Presentation materials related to the delegation shall be provided to Authority Members at least two business days in advance of the meeting.

~~10.2~~10.4 The Board Chair, in consultation with the General Manager, maintains the right to refuse any delegation request, regardless of having the notice requirements met, for reasons they identify, including, but not limited to, agenda /meeting management and issues outside of UTRCA mandate. It shall be the responsibility of the General Manager to communicate this decision to the individual(s) applying for a delegation.

10.5 Delegations shall be limited to a time of not more than ten (10) minutes. Board Members may limit or extend the time allowed for a presentation by a majority vote.

10.6 Delegations may participate in-person or virtually/electronically. Those wishing to participate electronically shall provide the Administrative Assistant 48 hours notice.

~~10.3~~10.7 Delegations shall be limited to not more than two (2) per Board meeting.

~~10.4~~10.8 Delegations must abide by this by-law and interpretations by the Chair. They shall abide by any decisions of the Board Chair and shall not enter into cross debate with members, other delegations, or staff. Any discourse between members and the delegation will be limited to members asking questions for clarification and obtaining additional, relevant information only.

11 Annual Meeting

11.1 The Authority shall designate one meeting of the Board of Directors 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:

- a) Approvals of the Budgets and Levies
- b) Service Awards

12 Meetings with Closed “In Camera” Sessions

12.1 Every meeting of the Board of Directors, Executive Committee and Advisory Boards, shall be open to the public as per Section 15(3) of the Act, subject to the exceptions set out below by this by-law, in conformity with section 239 of the Municipal Act which is appended to this by-law as Schedule B as amended from time to time.

12.2 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. If the authority reconvenes in open session following a closed meeting, the Chair may provide a brief summary of the closed meeting proceedings.

12.3 The Board of Directors shall not vote during a meeting that is closed to the public, unless:
a) the meeting meets the criteria outlined in the Municipal Act 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.

12.4 Any materials presented to the Board of Directors 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.

12.5 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.

13 Voting

13.1 In accordance with Section 16 of the Act:

- a) each Member is entitled to one vote, including the Chair, and a majority vote of the Members present at any meeting is required upon all matters coming before the meeting, except for voting on the Non-Matching levy benefit-based apportionment as required under the Budget and Apportionment O.Reg 402/22 (see below).

13.2 Where a member has been appointed by the Minister as a representative of the agricultural sector, the member shall not vote on:

- a) A resolution to enlarge an Authority's area of jurisdiction;
- b) A resolution to amalgamate the Authority with another Conservation Authority;
- c) A resolution to dissolve the Authority; or
- d) A resolution related to any budgetary matter

13.3 If any Member who is qualified to vote abstains from voting, they shall be deemed to have voted in the negative.

13.4 On a tie vote, the motion is lost.

13.5 If a member present at a meeting at the time of the vote requests before or immediately 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 their vote openly answering "yes" or "no" to the question, and the Secretary-Treasurer shall record each vote.

13.6 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.

13.7 At the meeting of the Authority ~~at which~~ where Members review the amounts owing and approve the levy and Final Budget Non-Matching Levy is to be approved, the Secretary-Treasurer shall conduct the vote to approve of the levy and Non-Matching Le apportionment methods ~~by~~ by a Weighted Majority of the Members present and eligible to vote, in accordance with Budget and Apportionment Ontario Regulation 402/22 ~~(Effective July 1, 2023)~~. This shall be a recorded vote.

13.8 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.

13.9 Except as provided in Section B.6 of this By-law (Election of Chair and Vice-Chair), [and B.14 of this By-law \(Advisory Boards and Other Committees\)](#), no vote shall be taken by ballot or by any other method of secret voting, and every vote so taken is of no effect.

14 Notice of Motion

14.1 Written notice of motion to be made at an Authority, executive committee, advisory board or committee meeting may be given to the Secretary-Treasurer by any Member of the Authority ~~before, during or at the end of a meeting, to be placed on the agenda for the following meeting, no 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.

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

15 Duties of the Meeting Chair

15.1 It shall be the duty of the Chair, with respect to any meetings over which they preside, 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) 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;
- c) Announce the results of the vote on any motions so presented;
- d) Adjourn the meeting when business is concluded;
- e) Perform other duties as necessary;
- f) Ensure no person interferes or disrupts the proceedings of the Members;
- g) May expel any person for improper conduct at a meeting.

16 Conduct of Members

16.1 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).

16.2 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.

17 Minutes of Meetings

- 17.1 The Secretary Treasurer or a person acting under their direction shall be in attendance at meetings of the Authority, the Executive Committee and each advisory board or committee as recording secretary. The recording secretary shall make a record in the form of minutes of the meeting proceedings and shall record all motions considered at the meeting.
- 17.2 Minutes of all meetings shall include the time and place of the meeting and a list of those present and absent for all or part of the meeting and shall state all motions presented together with the mover and seconder and voting results.
- 17.3 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.
- 17.4 After the minutes have been adopted by resolution, original copies shall be signed by the Secretary-Treasurer and copies of minutes of all open meetings shall be posted on the Authority's website. Draft minutes shall be made available for review on the Authority's website within 30 days of the meeting. Minutes shall be made available in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

D. Appendices and Schedules 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 Board of Directors. 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. Additionally, the agricultural representative appointed by the Minister will be required to follow the provincial ethical framework set out for government public appointees in the Management Board of Cabinet's Agencies and Appointments Directive.

2. General

All Members, whether municipal councillors or appointed representatives of a municipality, or whether appointed by the Minister as a representative of the agricultural sector, 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 their 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 Board of Directors, 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.

- i. Board Members may only accept gifts and benefits according to prescribed rules outlined in this Code of Conduct. To ensure impartial and transparent decision-making, Board Members may only accept gifts and benefits under certain conditions.
- ii. Board Members may only accept gifts that are received as part of normal protocol or social obligation. Board Members may only receive a gift, hospitality or entertainment that is received as an incident of protocol or social obligation that normally accompanies the responsibilities of being a member of the UTRCA Board. For example, if a Board Member is asked to speak at a meeting or function as a representative of UTRCA, the Board Member may accept a gift given as a gesture of thanks for their time and effort. In these cases, there would be no perceived obligation or special consideration being placed on the Board Member.
- iii. Board Members shall not accept gifts that may be perceived to create any obligation or special consideration. Board Members shall not accept any gift, benefit, service, entertainment or hospitality which could be seen to compromise their decision on a matter or create any obligation or special consideration by an individual, group or organization.
- iv. A Board Member who receives a gift while acting as a representative of the UTRCA that they believe does not meet the tests described above must submit the gift to the General Manager for further consideration. When a Board Member receives a gift while acting as a representative of the UTRCA that does not meet the tests described above the Board Member will forward the gift to the General Manager. The General Manager will:
 - log the gifts received and;
 - return the gift received or;
 - direct the gift to a local charity and
 - send a letter of appreciation to the donor, where appropriate, advising their gift will benefit a local charity.

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 or otherwise received in a confidential manner are to be maintained in confidence in perpetuity.

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 Board of Directors they will continue to be bound by MFIPPA requirements and this section.

Examples include but are not limited to:

- 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. Sources of complaints where the identity of the complainant is given in confidence;
- v. Items under negotiation;
- vi. Schedules of prices in tenders or requests for proposals;
- vii. Appraised or estimated values with respect to the Authority's proposed property acquisitions or dispositions;
- viii. Information deemed to be "personal information" under MFIPPA.

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 their 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 and when representing 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 be indebted to 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 an agent before the Authority, the Executive Committee or an advisory board or committee of the Authority.

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 harassment, bullying, discrimination and violence. 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, ancestry, place of origin, colour, ethnic origin, citizenship, religion, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status, or handicap. 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

Any breach, or alleged breach, of the Code of Conduct for Board Members shall be investigated in accordance with Section B.20. - Enforcement of By-laws and Policies outlined in the Board of Directors Administrative By-law.

Appendix 2 - Procedure for Election of Officers

1. Voting

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

2. Acting Chair

The Board of Directors 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 and the UTRCA Administrative By-Law Section B: Governance subsection 4 'Maximum Term for Chair and Vice Chair(s)' as follows:

- a) The elections shall be conducted in the following order:
 - i. Election of the Chair, who shall be a Member appointed by a participating Municipality to the Authority
 - ii. Election of one or more Vice-chairs, who shall be Members appointed by a participating Municipality to 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 with the successful candidate drawn by the Acting Chair or designate.

Schedule A – Municipal Conflict of Interest Act

Municipal Conflict of Interest Act

R.S.O. 1990, CHAPTER M.50

Consolidation Period: From April 19, 2021 to the e-Laws currency date.

Definitions

1 In this Act,

“child” means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of family; (“enfant”)

“controlling interest” means the interest that a person has in a corporation when the person beneficially owns, directly or indirectly, or exercises control or direction over, equity shares of the corporation carrying more than 10 per cent of the voting rights attached to all equity shares of the corporation for the time being outstanding; (“intérêts majoritaires”)

“council” means the council of a municipality; (“conseil”)

“elector” means,

(a) in respect of a municipality, or a local board thereof, other than a school board, a person entitled to vote at a municipal election in the municipality, and

(b) in respect of a school board, a person entitled to vote at the election of members of the school board; (“électeur”)

“interest in common with electors generally” means a pecuniary interest in common with the electors within the area of jurisdiction and, where the matter under consideration affects only part of the area of jurisdiction, means a pecuniary interest in common with the electors within that part; (“intérêt commun à tous les électeurs”)

“judge” means a judge of the Superior Court of Justice; (“juge”)

“local board” means a school board, board of directors of a children’s aid society, committee of adjustment, conservation authority, court of revision, land division committee, municipal service board, public library board, board of management of an improvement area, board of health, police services board, planning board, district social services administration board, trustees of a police village, board of trustees of a police village, board or committee of management of a long-term care home, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special Act in respect of any of the affairs or purposes, including school purposes, of one or more municipalities or parts thereof, but does not include a committee of management of a community recreation centre appointed by a school board or a local roads board; (“conseil local”)

Note: On a day to be named by proclamation of the Lieutenant Governor, the definition of “local board” in section 1 of the Act is amended by striking out “police services board” and substituting “police service board”. (See: 2019, c. 1, Sched. 4, s. 35)

“meeting” includes any regular, special, committee or other meeting of a council or local board, as the case may be; (“réunion”)

“member” means a member of a council or of a local board; (“membre”)

“municipality” includes a board, commission or other local authority exercising any power in respect of municipal affairs or purposes, including school purposes, in territory without municipal organization, but does not include a committee of management of a community recreation centre appointed by a school board, a local roads board or a local services board; (“municipalité”)

“parent” means a person who has demonstrated a settled intention to treat a child as a member of his or her family; (“père ou mère”)

“school board” means a board as defined in subsection 1 (1) of the *Education Act*, and, where the context requires, includes an old board within the meaning of subsection 1 (1) of the *Education Act*; (“conseil scolaire”)

“senior officer” means the chair or any vice-chair of the board of directors, the president, any vice-president, the secretary, the treasurer or the general manager of a corporation or any other person who performs functions for the corporation similar to those normally performed by a person occupying any such office; (“dirigeant”)

“spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage. (“conjoint”) R.S.O. 1990, c. M.50, s. 1; 1997, c. 25, Sched. E, s. 7; 1997, c. 31, s. 156 (1); 1999, c. 6, s. 41 (1); 2002, c. 17, Sched. F, Table; 2005, c. 5, s. 45 (1, 2); 2006, c. 19, Sched. C, s. 1 (1); 2006, c. 32, Sched. D, s. 10; 2007, c. 8, s. 219; 2016, c. 23, s. 58; 2021, c. 4, Sched. 11, s. 23 (1-3).

Section Amendments with date in force (d/m/y)

1997, c. 31, s. 156 (1) - 01/01/1998; 1999, c. 6, s. 41 (1) - 01/03/2000

[2002, c. 17, Sched. F, Table](#) - 01/01/2003

[2005, c. 5, s. 45 \(1, 2\)](#) - 13/06/2005

[2006, c. 19, Sched. C, s. 1 \(1\)](#) - 22/06/2006; [2006, c. 32, Sched. D, s. 10](#) - 01/01/2007

[2007, c. 8, s. 219](#) - 01/07/2010

[2016, c. 23, s. 58](#) - 01/01/2017

[2018, c. 3, Sched. 5, s. 37](#) - no effect - see [2019, c. 1, Sched. 3, s. 5](#) - 26/03/2019

[2019, c. 1, Sched. 4, s. 35](#) - not in force

[2021, c. 4, Sched. 11, s. 23 \(1-3\)](#) - 19/04/2021

Principles

1.1 The Province of Ontario endorses the following principles in relation to the duties of members of councils and of local boards under this Act:

1. The importance of integrity, independence and accountability in local government decision-making.

2. The importance of certainty in reconciling the public duties and pecuniary interests of members.

3. Members are expected to perform their duties of office with integrity and impartiality in a manner that will bear the closest scrutiny.

4. There is a benefit to municipalities and local boards when members have a broad range of knowledge and continue to be active in their own communities, whether in business, in the practice of a profession, in community associations, and otherwise. 2017, c. 10, Sched. 3, s. 1.

Section Amendments with date in force (d/m/y)

Indirect pecuniary interest

2 For the purposes of this Act, a member has an indirect pecuniary interest in any matter in which the council or local board, as the case may be, is concerned, if,

- (a) the member or his or her nominee,
 - (i) is a shareholder in, or a director or senior officer of, a corporation that does not offer its securities to the public,
 - (ii) has a controlling interest in or is a director or senior officer of, a corporation that offers its securities to the public, or
 - (iii) is a member of a body,

that has a pecuniary interest in the matter; or

(b) the member is a partner of a person or is in the employment of a person or body that has a pecuniary interest in the matter. R.S.O. 1990, c. M.50, s. 2.

Interest of certain persons deemed that of member

3 For the purposes of this Act, the pecuniary interest, direct or indirect, of a parent or the spouse or any child of the member shall, if known to the member, be deemed to be also the pecuniary interest of the member. R.S.O. 1990, c. M.50, s. 3; 1999, c. 6, s. 41 (2); 2005, c. 5, s. 45 (3); 2021, c. 4, Sched. 11, s. 23 (4).

Section Amendments with date in force (d/m/y)

1999, c. 6, s. 41 (2) - 01/03/2000

[2005, c. 5, s. 45 \(3\)](#) - 13/06/2005

[2021, c. 4, Sched. 11, s. 23 \(4\)](#) - 19/04/2021

EXCEPTIONS

Where ss. 5 and 5.2 do not apply

4 Sections 5 and 5.2 do not apply to a pecuniary interest in any matter that a member may have,

- (a) as a user of any public utility service supplied to the member by the municipality or local board in like manner and subject to the like conditions as are applicable in the case of persons who are not members;
- (b) by reason of the member being entitled to receive on terms common to other persons any service or commodity or any subsidy, loan or other such benefit offered by the municipality or local board;
- (c) by reason of the member purchasing or owning a debenture of the municipality or local board;
- (d) by reason of the member having made a deposit with the municipality or local board, the whole or part of which is or may be returnable to the member in like manner as such a deposit is or may be returnable to all other electors;

(e) by reason of having an interest in any property affected by a work under the *Drainage Act* or by a work under a regulation made under Part XII of the *Municipal Act, 2001* or Part IX of the *City of Toronto Act, 2006*, as the case may be, relating to local improvements;

(f) by reason of having an interest in farm lands that are exempted from taxation for certain expenditures under the *Assessment Act*;

(g) by reason of the member being eligible for election or appointment to fill a vacancy, office or position in the council or local board when the council or local board is empowered or required by any general or special Act to fill such vacancy, office or position;

(h) by reason only of the member being a director or senior officer of a corporation incorporated for the purpose of carrying on business for and on behalf of the municipality or local board or by reason only of the member being a member of a board, commission, or other body as an appointee of a council or local board;

(i) in respect of an allowance for attendance at meetings, or any other allowance, honorarium, remuneration, salary or benefit to which the member may be entitled by reason of being a member or as a member of a volunteer fire brigade, as the case may be;

(j) by reason of the member having a pecuniary interest which is an interest in common with electors generally; or

(k) by reason only of an interest of the member which is so remote or insignificant in its nature that it cannot reasonably be regarded as likely to influence the member. R.S.O. 1990, c. M.50, s. 4; 2002, c. 17, Sched. F, Table; 2006, c. 32, Sched. C, s. 33 (1); 2017, c. 10, Sched. 3, s. 2.

Section Amendments with date in force (d/m/y)

[2002, c. 17, Sched. F, Table](#) - 01/01/2003

[2006, c. 32, Sched. C, s. 33 \(1\)](#) - 01/01/2007

[2017, c. 10, Sched. 3, s. 2](#) - 01/03/2019

DUTY OF MEMBER

When present at meeting at which matter considered

5 (1) 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 council or local board 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 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. R.S.O. 1990, c. M.50, s. 5 (1).

Where member to leave closed meeting

(2) Where the meeting referred to in subsection (1) is not open to the public, in addition to complying with the requirements of that subsection, the member shall forthwith leave the meeting or the part of the meeting during which the matter is under consideration. R.S.O. 1990, c. M.50, s. 5 (2).

Exception, consideration of penalty

(2.1) The following rules apply if the matter under consideration at a meeting or a part of a meeting is to consider whether to suspend the remuneration paid to the member under subsection 223.4 (5) or (6) of the *Municipal Act, 2001* or under subsection 160 (5) or (6) of the *City of Toronto Act, 2006*:

1. Despite clauses (1) (b) and (c), the member may take part in the discussion of the matter, including making submissions to council or the local board, as the case may be, and may attempt to influence the voting on any question in respect of the matter, whether before, during or after the meeting. However, the member is not permitted to vote on any question in respect of the matter.

2. Despite subsection (2), in the case of a meeting that is not open to the public, the member may attend the meeting or part of the meeting during which the matter is under consideration. 2017, c. 10, Sched. 3, s. 3.

When absent from meeting at which matter considered

(3) Where the interest of a member has not been disclosed as required by subsection (1) by reason of the member's absence from the meeting referred to therein, the member shall disclose the interest and otherwise comply with subsection (1) at the first meeting of the council or local board, as the case may be, attended by the member after the meeting referred to in subsection (1). R.S.O. 1990, c. M.50, s. 5 (3).

Section Amendments with date in force (d/m/y)

[2017, c. 10, Sched. 3, s. 3](#) - 01/03/2019

Written statement re disclosure

5.1 At a meeting at which a member discloses an interest under section 5, or as soon as possible afterwards, the member shall file a written statement of the interest and its general nature with the clerk of the municipality or the secretary of the committee or local board, as the case may be. 2017, c. 10, Sched. 3, s. 4.

Section Amendments with date in force (d/m/y)

[2017, c. 10, Sched. 3, s. 4](#) - 01/03/2019

Influence

5.2 (1) 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 that is being considered by an officer or employee of the municipality or local board, or by a person or body to which the municipality or local board has delegated a power or duty, the member shall not use his or her

office in any way to attempt to influence any decision or recommendation that results from consideration of the matter. 2017, c. 10, Sched. 3, s. 4.

Exception

(2) However, if a municipality delegates a power to suspend the remuneration paid to a member under subsection 223.4 (5) of the *Municipal Act, 2001* or subsection 160 (5) of the *City of Toronto Act, 2006* to a person or body, and the person or body is considering exercising that power with respect to a member, subsection (1) of this section does not prevent the member from attempting to influence any decision or recommendation of the person or body that results from consideration of the matter. 2017, c. 10, Sched. 3, s. 4.

Section Amendments with date in force (d/m/y)

[2017, c. 10, Sched. 3, s. 4](#) - 01/03/2019

RECORD OF DISCLOSURE

Disclosure to be recorded in minutes

6 (1) Every declaration of interest and the general nature thereof made under section 5 shall, where the meeting is open to the public, be recorded in the minutes of the meeting by the clerk of the municipality or secretary of the committee or local board, as the case may be. R.S.O. 1990, c. M.50, s. 6 (1).

Idem

(2) Every declaration of interest made under section 5, but not the general nature of that interest, shall, where the meeting is not open to the public, be recorded in the minutes of the next meeting that is open to the public. R.S.O. 1990, c. M.50, s. 6 (2).

REGISTRY

Requirement to establish registry

6.1 (1) Every municipality and local board shall establish and maintain a registry in which shall be kept,

- (a) a copy of each statement filed under section 5.1; and
- (b) a copy of each declaration recorded under section 6. 2017, c. 10, Sched. 3, s. 5.

Access to registry

(2) The registry shall be available for public inspection in the manner and during the time that the municipality or local board, as the case may be, may determine. 2017, c. 10, Sched. 3, s. 5.

Section Amendments with date in force (d/m/y)

[2017, c. 10, Sched. 3, s. 5](#) - 01/03/2019

Quorum deemed constituted

7 (1) Where the number of members who, by reason of the provisions of this Act, are disabled from participating in a meeting is such that at that meeting the remaining members are not of sufficient number to constitute a quorum, then, despite any other general or special Act, the remaining number of members shall be deemed to constitute a quorum, provided such number is not less than two. R.S.O. 1990, c. M.50, s. 7 (1).

Application to judge

(2) Where in the circumstances mentioned in subsection (1), the remaining number of members who are not disabled from participating in the meeting is less than two, the council or local board may apply to a judge without notice for an order authorizing the council or local board, as the case may be, to give consideration to, discuss and vote on the matter out of which the interest arises. R.S.O. 1990, c. M.50, s. 7 (2).

Power of judge to declare s. 5, 5.1 or 5.2 not to apply

(3) The judge may, on an application brought under subsection (2), by order, declare that section 5, 5.1 or 5.2 does not apply to the council or local board, as the case may be, in respect of the matter in relation to which the application is brought, and the council or local board thereupon may give consideration to, discuss and vote on the matter in the same manner as though none of the members had any interest therein, subject only to such conditions and directions as the judge may consider appropriate and so order. R.S.O. 1990, c. M.50, s. 7 (3); 2017, c. 10, Sched. 3, s. 6.

Section Amendments with date in force (d/m/y)

[2017, c. 10, Sched. 3, s. 6](#) - 01/03/2019

ACTION WHERE CONTRAVENTION ALLEGED

Application

8 (1) An elector, an Integrity Commissioner of a municipality or a person demonstrably acting in the public interest may apply to a judge for a determination of the question of whether,

(a) a member has contravened section 5, 5.1 or 5.2; or

(b) a former member contravened section 5, 5.1 or 5.2 while he or she was a member. 2017, c. 10, Sched. 3, s. 7.

Six-week period

(2) An application may only be made within six weeks after the applicant became aware of the alleged contravention. 2017, c. 10, Sched. 3, s. 7.

Exception

(3) Despite subsection (2), an application may be made more than six weeks after the applicant became aware of the alleged contravention if all of the following conditions are satisfied:

1. The applicant applied to an Integrity Commissioner for an inquiry under section 223.4.1 of the *Municipal Act, 2001* or under section 160.1 of the *City of Toronto Act, 2006* in accordance with those sections.

2. The Integrity Commissioner conducted an inquiry under section 223.4.1 of the *Municipal Act, 2001* or under section 160.1 of the *City of Toronto Act, 2006* and the Commissioner,

- i. has advised the applicant under subsection 223.4.1 (16) of the *Municipal Act, 2001* or under subsection 160.1 (16) of the *City of Toronto Act, 2006* that the Commissioner will not be making an application to a judge,
- ii. has not completed the inquiry within the time limit set out in subsection 223.4.1 (14) of the *Municipal Act, 2001* or subsection 160.1 (14) of the *City of Toronto Act, 2006*, or
- iii. has terminated the inquiry under subsection 223.4.1 (12) of the *Municipal Act, 2001* or subsection 160.1 (12) of the *City of Toronto Act, 2006*.

3. The application under this section includes a copy of the applicant's statutory declaration made under subsection 223.4.1 (6) of the *Municipal Act, 2001* or under subsection 160.1 (6) of the *City of Toronto Act, 2006*.

4. The application under this section is made within six weeks after the earlier of the following,

- i. the day the Commissioner advised the applicant under subsection 223.4.1 (16) of the *Municipal Act, 2001* or under subsection 160.1 (16) of the *City of Toronto Act, 2006* that the Commissioner will not be making an application to a judge,
- ii. the last day on which the Commissioner is required under subsection 223.4.1 (14) of the *Municipal Act, 2001* or subsection 160.1 (14) of the *City of Toronto Act, 2006* to complete the inquiry referred to in paragraph 2 of this subsection, and
- iii. the day the inquiry was terminated under subsection 223.4.1 (12) of the *Municipal Act, 2001* or subsection 160.1 (12) of the *City of Toronto Act, 2006*. 2017, c. 10, Sched. 3, s. 7.

Same, application by Integrity Commissioner

(4) Despite subsection (2), an application may be made more than six weeks after the applicant became aware of the alleged contravention if the applicant is an Integrity Commissioner and if the application relates to an inquiry conducted by the Commissioner under section 223.4.1 of the *Municipal Act, 2001* or under section 160.1 of the *City of Toronto Act, 2006*. 2017, c. 10, Sched. 3, s. 7.

No application by Integrity Commissioner during regular election

(5) No application shall be made by an Integrity Commissioner of a municipality during the period of time starting on nomination day for a regular election, as set out in section 31 of the *Municipal Elections Act, 1996*, and ending on voting day in a regular election, as set out in section 5 of that Act. 2017, c. 10, Sched. 3, s. 7.

Limitation

(6) Despite subsections (2), (3) and (4), no application shall be made after the sixth anniversary of the alleged contravention. 2017, c. 10, Sched. 3, s. 7.

Contents of notice of application

(7) The notice of application shall state the grounds for finding that the member or former member contravened section 5, 5.1 or 5.2. 2017, c. 10, Sched. 3, s. 7.

Section Amendments with date in force (d/m/y)

[2017, c. 10, Sched. 3, s. 7](#) - 01/03/2019

Power of judge

9 (1) If the judge determines that the member or former member contravened section 5, 5.1 or 5.2, the judge may do any or all of the following:

1. Reprimand the member or former member.
2. Suspend the remuneration paid to the member for a period of up to 90 days.
3. Declare the member's seat vacant.
4. Disqualify the member or former member from being a member during a period of not more than seven years after the date of the order.
5. If the contravention has resulted in personal financial gain, require the member or former member to make restitution to the party suffering the loss, or, if the party's identity is not readily ascertainable, to the municipality or local board, as the case may be. 2017, c. 10, Sched. 3, s. 7.

Same

(2) In exercising his or her discretion under subsection (1) the judge may consider, among other matters, whether the member or former member,

- (a) took reasonable measures to prevent the contravention;
- (b) disclosed the pecuniary interest and all relevant facts known to him or her to an Integrity Commissioner in a request for advice from the Commissioner under the *Municipal Act, 2001* or the *City of Toronto Act, 2006* and acted in accordance with the advice, if any, provided to the member by the Commissioner; or
- (c) committed the contravention through inadvertence or by reason of an error in judgment made in good faith. 2017, c. 10, Sched. 3, s. 7.

Section Amendments with date in force (d/m/y)

[2017, c. 10, Sched. 3, s. 7](#) - 01/03/2019

10 REPEALED: 2017, c. 10, Sched. 3, s. 7.

Section Amendments with date in force (d/m/y)

1997, c. 31, s. 156 (2) - 01/01/1998

[2017, c. 10, Sched. 3, s. 7](#) - 01/03/2019

Appeal to Divisional Court

11 (1) An appeal lies from any order made under section 9 to the Divisional Court in accordance with the rules of court. R.S.O. 1990, c. M.50, s. 11 (1); 2017, c. 10, Sched. 3, s. 8.

Judgment or new trial

(2) The Divisional Court may give any judgment that ought to have been pronounced, in which case its decision is final, or the Divisional Court may grant a new trial for the purpose of taking evidence or additional evidence and may remit the case to the trial judge or another judge and, subject to any directions of the Divisional Court, the case shall be proceeded with as if there had been no appeal. R.S.O. 1990, c. M.50, s. 11 (2).

Appeal from order or new trial

(3) Where the case is remitted to a judge under subsection (2), an appeal lies from the order of the judge to the Divisional Court in accordance with the provisions of this section. R.S.O. 1990, c. M.50, s. 11 (3).

Section Amendments with date in force (d/m/y)

[2017, c. 10, Sched. 3, s. 8](#) - 01/03/2019

Proceedings not invalidated but voidable

12 (1) A member's failure to comply with section 5, 5.1 or 5.2 does not invalidate any proceedings in respect of a matter referred to in those sections, but those proceedings are voidable in the circumstances described in subsection (2). 2017, c. 10, Sched. 3, s. 9.

Declaring proceedings void

(2) Subject to subsection (3), if a member has failed to comply with section 5, 5.1 or 5.2 in respect of a matter referred to in those sections, the municipality or local board, as the case may be, may declare the proceedings to be void before the second anniversary of the date of the passing of the by-law or resolution authorizing the matter. 2017, c. 10, Sched. 3, s. 9.

Exception

(3) Subsection (2) does not apply if declaring the proceedings to be void would adversely affect the rights that any person who acted in good faith and without actual notice of the failure to comply with section 5, 5.1 or 5.2 acquired under or by virtue of the proceedings. 2017, c. 10, Sched. 3, s. 9.

Section Amendments with date in force (d/m/y)

[2017, c. 10, Sched. 3, s. 9](#) - 01/03/2019

Other proceedings prohibited

13 (1) A proceeding that relates to a member's or former member's alleged conflict of interest and seeks a remedy described in subsection 9 (1) shall be brought only under this Act. 2017, c. 10, Sched. 3, s. 9.

Same

(2) Subsection (1) does not affect the power of a municipality or a local board to reprimand a member or suspend a member's remuneration under subsection 223.4 (5) or (6) of the *Municipal Act, 2001* or under subsection 160 (5) or (6) of the *City of Toronto Act, 2006*. 2017, c. 10, Sched. 3, s. 9.

Section Amendments with date in force (d/m/y)

[2017, c. 10, Sched. 3, s. 9](#) - 01/03/2019

GENERAL

Insurance

14 (1) Despite section 279 of the *Municipal Act, 2001* or section 218 of the *City of Toronto Act, 2006*, as the case may be, the council of every municipality may at any time pass by-laws,

- (a) for contracting for insurance;
- (b) despite the *Insurance Act*, to enable the municipality to act as an insurer; and
- (c) for exchanging with other municipalities in Ontario reciprocal contracts of indemnity or inter-insurance in accordance with Part XIII of the *Insurance Act*,

to protect a member of the council or of any local board thereof who has been found not to have contravened section 5, 5.1 or 5.2 against any costs or expenses incurred by the member as a result of a proceeding brought under this Act, and for paying on behalf of or reimbursing the member for any such costs or expenses. R.S.O. 1990, c. M.50, s. 14 (1); 2002, c. 17, Sched. F, Table; 2006, c. 32, Sched. C, s. 33 (2); 2017, c. 10, Sched. 3, s. 10 (1).

Insurance Act does not apply

(2) The *Insurance Act* does not apply to a municipality acting as an insurer for the purposes of subsection (1). R.S.O. 1990, c. M.50, s. 14 (2).

Surplus funds

(3) Despite section 387 of the *Insurance Act*, any surplus funds and the reserve fund of a municipal reciprocal exchange may be invested only in accordance with subsection 279 (2) of the *Municipal Act, 2001* or subsection 218 (3) of the *City of Toronto Act, 2006*, as the case may be. 2017, c. 10, Sched. 3, s. 10 (2).

Reserve funds

(4) The money raised for a reserve fund of a municipal reciprocal exchange may be expended or pledged for, or applied to, a purpose other than that for which the fund was established if two-thirds of the municipalities that are members of the exchange together with two-thirds of the municipalities that previously were members of the exchange and that may be subject to claims arising while they were members of the exchange agree in writing and if section 386 of the *Insurance Act* is complied with. R.S.O. 1990, c. M.50, s. 14 (4); 2009, c. 33, Sched. 21, s. 7.

Local boards

(5) A local board has the same powers to provide insurance for or to make payments to or on behalf of its members as are conferred upon the council of a municipality under this section in respect of its members. R.S.O. 1990, c. M.50, s. 14 (5).

Former members

(6) A by-law passed under this section may provide that it applies to a person who was a member at the time the circumstances giving rise to the proceeding occurred but who, prior to the judgment in the proceeding, has ceased to be a member. R.S.O. 1990, c. M.50, s. 14 (6).

Section Amendments with date in force (d/m/y)

1996, c. 32, s. 76 (1) - 06/03/1997

[2002, c. 17, Sched. F, Table](#) - 01/01/2003

[2006, c. 32, Sched. C, s. 33 \(2, 3\)](#) - 01/01/2007

[2007, c. 7, Sched. 27, s. 1](#) - 05/05/2008

[2009, c. 33, Sched. 21, s. 7](#) - 15/12/2009

[2017, c. 10, Sched. 3, s. 10 \(1\)](#) - 01/03/2019; [2017, c. 10, Sched. 3, s. 10 \(2\)](#) - 01/03/2018

Conflict with other Acts

15 In the event of conflict between any provision of this Act and any provision of any general or special Act, the provision of this Act prevails. R.S.O. 1990, c. M.50, s. 15.

Schedule B – Municipal Act Section 239

Municipal Act, 2001

S.O. 2001, CHAPTER 25

Consolidation Period: From December 9, 2021 to the e-Laws currency date.

Meetings

Meetings open to public

239 (1) Except as provided in this section, all meetings shall be open to the public. 2001, c. 25, s. 239 (1).

Exceptions

(2) A meeting or part of a meeting may be closed to the public if the subject matter being considered is,

- (a) the security of the property of the municipality or local board;
- (b) personal matters about an identifiable individual, including municipal or local board employees;
- (c) a proposed or pending acquisition or disposition of land by the municipality or local board;
- (d) labour relations or employee negotiations;
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act;
- (h) information explicitly supplied in confidence to the municipality or local board 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 municipality or local board, 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 municipality or local board 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 municipality or local board. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26.

Other criteria

(3) A meeting or part of a meeting shall be closed to the public if the subject matter being considered is,

- (a) a request under the *Municipal Freedom of Information and Protection of Privacy Act*, if the council, board, commission or other body is the head of an institution for the purposes of that Act; or
- (b) an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the *Ombudsman Act*, an Ombudsman referred to in subsection 223.13 (1) of this Act, or the investigator referred to in subsection 239.2 (1). 2014, c. 13, Sched. 9, s. 22.

Educational or training sessions

(3.1) A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members.
2. 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 council, local board or committee. 2006, c. 32, Sched. A, s. 103 (1).

Resolution

(4) Before holding a meeting or part of a meeting that is to be closed to the public, a municipality or local board or committee of either of them shall state by resolution,

- (a) the fact of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting; or
- (b) in the case of a meeting under subsection (3.1), the fact of the holding of the closed meeting, the general nature of its subject-matter and that it is to be closed under that subsection. 2001, c. 25, s. 239 (4); 2006, c. 32, Sched. A, s. 103 (2).

Open meeting

(5) Subject to subsection (6), a meeting shall not be closed to the public during the taking of a vote. 2001, c. 25, s. 239 (5).

Exception

(6) Despite section 244, a meeting may be closed to the public during a vote if,

- (a) subsection (2) or (3) permits or requires the meeting 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 the municipality, local board or committee of either of them or persons retained by or under a contract with the municipality or local board. 2001, c. 25, s. 239 (6).

Record of meeting

(7) A municipality or local board or a committee of either of them shall record without note or comment all resolutions, decisions and other proceedings at a meeting of the body, whether it is closed to the public or not. 2006, c. 32, Sched. A, s. 103 (3).

Same

(8) The record required by subsection (7) shall be made by,

- (a) the clerk, in the case of a meeting of council; or
- (b) the appropriate officer, in the case of a meeting of a local board or committee. 2006, c. 32, Sched. A, s. 103 (3).

Record may be disclosed

(9) Clause 6 (1) (b) of the *Municipal Freedom of Information and Protection of Privacy Act* does not apply to a record of a meeting closed under subsection (3.1). 2006, c. 32, Sched. A, s. 103 (3).

To: UTRCA Board of Directors
From: Jenna Allain, Manager, Environmental Planning and Regulations
Date: August 27, 2024
File Number: BoD-08-24-60
Agenda #: 8.1
Subject: Administration and Enforcement – Section 28 Status Report

Recommendation

THAT the Board of Directors receive the report for information.

Background

The attached tables are provided to the Board as a summary of staff activity related to Section 28 of the Conservation Authorities Act and Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits. The table covers permits issued between May 1, 2024 and May 31, 2024.

To date, 108 permit numbers have been assigned in 2024 with 74 of those permits issued before May 31st. An additional 15 permits were issued in 2024 where the permit number was assigned in 2023, and one permit was issued where the permit number was assigned in 2022. This brings the total number of permits issued in 2024 to 90. Thirteen permit extensions or amendments have been issued in 2024, and staff have issued 133 clearances for regulated properties where proposed development was reviewed and determined not to require a Section 28 permit.

Information about permits in progress has been provided in the table below in a tally format. As noted above, 108 permit numbers have been assigned in 2024, with 74 issued by May 31st. Nine permits have been issued in June 2024 and will be reported on in the next monthly Section 28 report. One permit was cancelled, leaving 24 permit applications currently in progress. We also have 15 additional permit applications from 2023 that are still in progress. In total, we have 39 permits in progress split by municipality and application type in the table below.

Table 1. Permits in Progress Tally

Municipality	Major	Minor	Routine	Total
Township of Blandford-Blenheim	0	0	0	0
Township of East-Zorra Tavistock	0	0	1	1
Town of Ingersoll	1	0	1	2
City of London	4	5	3	12
Township of Lucan-Biddulph	0	0	0	0
Municipality of Middlesex Centre	3	1	1	5
Township of Norwich	0	1	0	1
Township of Perth East	2	1	2	5
Township of Perth South	0	0	0	0
Town of St. Marys	0	0	0	0
City of Stratford	0	2	1	3
Municipality of South Huron	0	0	0	0
Township of South-West Oxford	1	0	0	1
Municipality of Strathroy-Caradoc	0	1	0	1
Municipality of Thames Centre	1	1	0	2
Municipality of West Perth	0	0	1	1
City of Woodstock	1	1	2	4
Township of Zorra	0	1	0	1
TOTAL	13	14	12	39

Recommended by:

Jenna Allain, Manager, Environmental Planning and Regulations

Prepared by:

Jessica Schnaithmann, Land Use Regulations Officer

Ben Dafoe, Land Use Regulations Officer

Cari Ramsey, Land Use Regulations Officer

Mike Funk, Land Use Regulations Officer

Dave Griffin, Land Use Regulations Assistant

Richard Brewer, Land Use Regulations Assistant

Karen Winfield, Planning and Regulations Resource Specialist

Section 28 Status Report – Summary of Applications for 2024

Ontario Regulation 41/24

Report Date: June and July 2024

[Client Service Standards for Conservation Authority Plan and Permit Review \(CO, Dec 2019\)](#)

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Timelines	Staff
99-24	London	100 Springbank Drive	Routine	Development	New deck	26-May-2024	29-May-2024	12-Jun-2024	3-Jun-2024	YES	Griffin
53-24	London	2A Grosvenor Street (Gibbons Park)	Routine	Municipal Project	Pathway Improvements and Paddling Access Trail	9-Apr-2024	23-May-2024	6-Jun-2024	4-Jun-2024	YES	Funk
90-24	London	109 Greenside Avenue (Greenway WWTP)	Minor	Municipal Project	Proposed Site Level Flood Protection Works at the Greenway WWTP	9-Feb-2024	22-May-2024	12-Jun-2024	4-Jun-2024	YES	Schnaithmann
45-24	London	Oxford Street West at Gideon Drive	Routine	Municipal Project	Roundabout Construction	7-Feb-2024	31-May-2024	14-Jun-2024	5-Jun-2024	YES	Funk
67-24	London	1085 Commissioners Road West	Minor	Municipal Project	Decommissioning and Partial Removal of the Springbank Dam	17-Jan-2024	30-Apr-2024	21-May-2024	6-Jun-2024	NO	Schnaithmann

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Timelines	Staff
66-24	Perth East	4227 Perth Road 135	Major	Development	Large Driveshed Accessory to Farm	5-Jun-2024	5-Jun-2024	13-Jun-2024	7-Jun-2024	YES	Dafoe
45436	London	Pottersburg Creek at Second Street	Minor	Municipal Project	Replacement of Pottersburg Creek Sanitary Trunk Sewer (Phase 2). Includes open-cut installation at Pottersburg Creek.	27-Nov-2023	31-May-2024	21-Jun-2024	12-Jun-2024	YES	Funk
86-24	London	Huron Street Woods	Minor	Municipal Project	Water Chamber 13 Decommissioning	8-Apr-2024	12-Jun-2024	3-Jul-2024	12-Jun-2024	YES	Funk
101-24	Zorra	336994 33rd Line, Embro	Minor	Development	Widening existing range to make a 2nd range	3-Jun-2024	4-Jun-2024	25-Jun-2024	12-Jun-2024	YES	Brewer
102-24	West Perth	West Perth & Perth County South of Mitchell	Major	Utility Corridor	Directional drill for fibre optic cable at depth of 1.7m below bottom of multiple watercourses	3-Jun-2024	6-Jun-2024	4-Jul-2024	12-Jun-2024	YES	Brewer
106-24	London	22 Duke Street	Routine	Development	New Deck	11-Jun-2024	13-Jun-2024	27-Jun-2024	17-Jun-2024	YES	Griffin
111-24	London	Elliot-Laidlaw Drain (Westminster)	Routine	Municipal Project	Drain maintenance - Through Wetland	12-Jun-2024	17-Jun-2024	1-Jul-2024	17-Jun-2024	YES	Brewer
107-24	Stratford	131 William St.	Minor	Restoration/Creation	Shoreline restoration	17-Jun-2024	18-June-204	8-Jul-2024	18-Jun-2024	YES	Dafoe
108-24	Stratford	125 William St.	Minor	Restoration/Creation	Shoreline restoration	17-Jun-2024	17-Jun-2024	8-Jul-2024	18-Jun-2024	YES	Dafoe
109-24	Perth South	5340 Line 10	Minor	Development	Low level crossing	14-Jun-2024	14-Jun-2024	5-Jul-2024	18-Jun-2024	YES	Dafoe

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Timelines	Staff
105-24	London	20 Weston Street	Routine	Development	Replacement Deck & Patio	11-Jun-2024	19-Jun-2024	3-Jul-2024	19-Jun-2024	YES	Griffin
103-24	London	83 Sweetbriar Court	Routine	Development	Replacement Deck	7-Jun-2024	20-Jun-2024	4-Jul-2024	20-Jun-2024	YES	Griffin
104-24	Perth East	2995 Line 37	Minor	Development	Shed	5-Jun-2024	19-Jun-2024	10-Jul-2024	21-Jun-2024	YES	Dafoe
45406	London	531 Ridout Street North (Harris Park)	Minor	Municipal Project	Replacement of shoreline erosion control structure with rock revetment, as well as construction of pathways, lookout feature and updated boat launch in park.	12-Dec-2023	25-Jun-2024	16-Jul-2024	26-Jun-2024	YES	Funk
112-24	St Marys	182 Water St	Minor	Development	Upper deck	31-May-2024	24-Jun-2024	15-Jul-2024	27-Jun-2024	YES	Dafoe
115-24	London	2156 Highbury Ave N	Routine	Development	Removal of Unauthorized Parking Lot as Restoration for Violation #V13-23	18-Jun-2024	26-Jun-2024	10-Jul-2024	27-Jun-2024	YES	Funk
55-24	London	: Mud Creek Phase 2B (390, 418 Oxford St W to CNR Railway)	Major	Municipal Project	Realignment and Restoration of ~750m of Mud Creek (South of Oxford St ONLY)	28-Feb-2024	27-Jun-2024	25-Jul-2024	28-Jun-2024	YES	Schnaithmann
119-24	Zorra	Intersection of Oxford Rd. 119 and Zorra Rd 64	Minor	Municipal Project	Culvert Repair/Extension	12-Feb-2024	2-Jul-2024	23-Jul-2024	2-Jul-2024	YES	Dafoe
118-24	London	34 Argyle Street	Major	Development	Reconstruction and addition of existing rear duplex unit	2-Jul-2024	2-Jul-2024	30-Jul-2024	5-Jul-2024	YES	Funk

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Timelines	Staff
121-24	London	1272 Glenora Drive	Routine	Development	Foundation repairs and partial reconstruction of house	3-Jul-2024	4-Jul-2024	18-Jul-2024	5-Jul-2024	YES	Funk
116-24	SW Oxford	Mount Elgin WWTP	Routine	Municipal Project	Phase 3 and 4 - Filter Beds	6-Jun-2024	4-Jul-2024	18-Jul-2024	9-Jul-2024	YES	Dafoe
125-24	Perth South	Lot 2, Con 14 (Downie)	Minor	Municipal Project	New Tile and drain works on existing drain	18-Jun-2024	10-Jul-2024	31-Jul-2024	12-Jul-2024	YES	Brewer
113-24	London	Windermere Road & Adelaide Street North	Routine	Municipal Project	Stoney Creek Pathway Connection to the TVP	11-Jun-2024	15-Jul-2024	29-Jul-2024	16-Jul-2024	YES	Griffin
123-24	London	28 Tower Lane	Routine	Development	Restoration of two basement window openings	5-Jul-2024	18-Jul-2024	1-Aug-2024	18-Jul-2024	YES	Griffin
61-23	Woodstock	290 Pittock Park Road	Major	Development	Addition	1-Apr-2024	18-Jul-2024	15-Aug-2024	23-Jul-2024	YES	Dafoe
124-24	Stratford	Perth Line 36, 07km west Mornington Street (Court Drain)	Minor	Municipal Project	Replace structure 01-BR-01 bridge culvert	24-Apr-2024	24-Jul-2024	14-Aug-2024	24-Jul-2024	YES	Brewer
127-24	Norwich	534434 Cedar Lane (Hodges Pond)	Routine	Restoration/Creation	Wetland restoration project	5-Jul-2024	20-Jul-2024	3-Aug-2024	24-Jul-2024	YES	Dafoe
128-24	London	795 Wilton Grove Road	Minor	Development	Proposed Addition to Existing Commercial Building	12-Jul-2024	12-Jul-2024	2-Aug-2024	24-Jul-2024	YES	Schnaithmann
131-24	Woodstock	Lot 12 Concession 2 -Landsdowne Ave.	Minor	Municipal Project	Installation of Manhole and Riprap Overflow outlet (minor)	31-May-2024	12-Jul-2024	2-Aug-2024	24-Jul-2024	YES	Dafoe

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Timelines	Staff
110-24	SW Oxford	524912 Curry Rd	Routine	Municipal Project	Treatment Pond and Conveyance Channel	7-May-2024	15-Jul-2024	29-Jul-2024	25-Jul-2024	YES	Dafoe
132-24	Middlesex Centre	Ettrick Drain	Routine	Municipal Project	Drain maintenance - Through Wetland	24-Jul-2024	24-Jul-2024	7-Aug-2024	29-Jul-2024	YES	Brewer
133-24	Middlesex Centre	Lansdowne Park Cres Drain	Routine	Municipal Project	Drain maintenance - Through Wetland	24-Jul-2024	24-Jul-2024	7-Aug-2024	29-Jul-2024	YES	Brewer

To: UTRCA Board of Directors
From: Tracy Annett
Date: August 7, 2024
File Number: BoD-08-24-61
Agenda #: 8.2
Subject: Project Status Updates

Recommendation

THAT the Board of Directors receive the report for information.

Background

To assist the Board with previously discussed items the following status updates are provided. This report is updated and included at each meeting to identify project timelines and expected future reports.

Discussion

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

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

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

Report Back Items	Planned report or update	Project lead(s)	Status
Review of S28 Violations	February Will be marked complete in next report	Jenna	Complete - Review of the 2023 violations at the February 2024 Board of Directors meeting
Children's Safety Village (June 2023, February 2024)	October	Teresa & Brent	In Progress – Internal Discussions on-going, business plan for use as education / visitors centre and campground registration. Update to be provided to BOD in the fall.
Strategic Plan	Postponed to June to align with Watershed Strategy update	Tracy Teresa	In progress – RFP being developed. Timeline to be confirmed once consultant engaged. Report included with June Agenda, project initiation in the summer
Hydro Plant (April 2024 report to BOD)	September	Chris and Brent	In Progress - Consultant to be engaged to determine potential issues and estimates to resolve the issues. Staff change has delayed the RFP process. Update provided in April Report to BOD.
Reserves Policy (April 2024 and May 2024 report to F&A)	September	Tracy Christine	In Progress Report to F&A – After the 2023 Audit the policy will be shared with the Finance and Audit committee for further discussion at the May meeting. Following F&A discussion, staff directed to prepare the Reserves Policy and Report to the Board to follow.
UTRCA Cash Management & Investment Policy	August	Christine and Tracy	In Progress – Report to F&A Committee in June, and report to the Board to follow at the August meeting.
Cyber Security	October	Tracy Christine Chris	In Progress Report to F&A – Staff to prepare a report on the current state of cyber security for the organization and any recommendations to improve to be presented to the Finance and Audit Committee at the April meeting, in-camera. Directed staff for future updates. Report to the Board to follow.
Retention Policy	August	Tracy & Michelle	Overdue – updated retention policy to be prepared based on a collaborative CA draft. The CA draft has been legally reviewed. Aligning retention policies with

Report Back Items	Planned report or update	Project lead(s)	Status
			integration of Microsoft 365 (file structure, naming conventions, etc.)
Wetland Compensation Policy (March 2023 meeting and August 2023)	Postponed aligning with Section 28 Policies as outlined below	Jenna and Sarah	In progress - Draft Wetland Compensation Policies initiated. Changes to the CAA and CA roles in commenting on natural heritage features have required further examination. Report to be provided once finalized, date to be confirmed.
Section 28 Regulation Policies (March 2024)	August - Postponed to September to give new planning and regulations staff an opportunity for input.	Jenna	In Progress - Release of new Regulations on Friday February 16th, effective April 1, 2024. May Meeting included Technical Checklists and S28 Compliance Procedures Staff will continue to: develop policies and procedures, and undertake consultation with municipalities, partners, and development groups., etc.
Land Tenant Program Update (March 2022 meeting, November 2023, March 2024)	August	Brent and Mike	In Progress – Ongoing status of land tenant program, in-camera. Report provided.
Advocacy for Fee Freeze to be lifted	September	Tracy & Brian	In Progress – Letter drafted to circulate to Municipalities. Discussion with Minister Smith suggested that he wanted data to support. Brian to lead Municipal support request. Tracy to explore other data options with CA's, particularly those in High growth areas.
Draft 2025 Budget & Communications Plan	August	Tracy, Teresa, and Christine	In Progress – Circulate budget communications to F&A committee for feedback in July, to finalize materials to include at August Meeting (was based on advocacy required to support for City of London business case. Now preliminary budget shown are within City of London multi-year budget amounts).

Legislative Requirements	Planned report or update	Project lead(s)	Status
Land Management	September	Brent Brandon	In Progress – To be completed by December 31, 2024

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

Definitions

Progress	Timeline
Not started	indicate project initiation date
In progress	anticipate completion date

Progress	Timeline
Complete	date completed
Overdue	expected completion date and reasons for the delay
On Hold	other circumstances

Summary

The summary provided is intended to help track items requesting report updates to the Board and project updates to meet our legislative requirements. The number of projects underway in 2024 is significant.

Recommended by:

Tracy Annett, General Manager

To: UTRCA Board of Directors
From: Tracy Annett, Christine Saracino
Date: 8 August 2024
File Number: BoD-08-24-62
Agenda #: 8.3
Subject: Mid-Year Financial Update

Recommendation

That the Board of Directors receives the Mid-Year Update report for information and discussion.

Background

The Statement of Operations for 2024 on the next page illustrates the progress we have made through July 2024 towards the approved operating budget which projected a deficit of \$929,828 for the year. To date, we have recorded revenues on a month-to-month basis which exceed 58% for the year that has passed. Overall expenses are recorded to the 50% mark, within the wage category, the largest grouping by far of total expenses, at 52%. Therefore, the surplus identified to date of \$2,290,232 is quite reasonable given the degree of “underspending” experienced so far. For context, in 2023 the spending level at the end of July was 53%.

We continue to forecast changes to the budget we expect to experience in 2024. Revenues are now expected to be \$653K higher, with expenses \$122K higher. Additional revenues and expenses are primarily related to a contract with the federal government that is currently being negotiated. Smaller edits have been made in multiple other cost centres as well. All those edits change our projected deficit for 2024 to \$398,897 as opposed to the approved deficit of \$929,828. There is the potential to reach a balanced budget for 2024.

In terms of capital spending, the following pages demonstrate how 2024 projects are shaping up. The grey fields identify the changes to the approved budget. We now expect spending on all 2024 capital flood control projects to rise by \$471,500. This is in part due to higher cost estimates but is also due to the selection of projects which were included in the 2-year WECI application covering 2024-2026, and those considered eligible to be deferred longer. We note that there are 57 projects which constitute \$2.9M of spending in the WECI year 2024-2025, resulting in a net deficit of \$283K. We expect approval of an additional \$176K of WECI funding but also find that we will need to levy the City of London additional amounts when their projects are completed. The forecast for 2025 projects and levies is found in the 2025 Preliminary Draft Budget document.

Capital projects not encompassed by the flood control structure group are detailed too. Multiple reasons cause spending amounts to increase by \$55,000 with a small loss of funding of

\$5,000. The new forecast will be a deficit of \$340K as opposed to the approved deficit of \$280K if projects are completed as planned. Current cost estimates are being provided regularly but they are sometimes difficult to seek without proceeding to a Request for Proposals or bid process.

Capital spending from the Campgrounds Reserve will be reduced by \$1.1M in 2024 with notes describing that one grant application was unsuccessful. Many projects have been deferred to 2025 due to lack of time to complete them, or recognition that other projects have priority, or that a phased-in or grouped project approach or bidding process would serve the organization better.

The edits to our 2024 capital spending projects have never been as completely documented, yielding the projects' expenditures even more accurate than ever.

The Balance Sheet as at 31 July 2024 is, as typical, unremarkable, except for the difference in the Amounts Held for other Groups line. This account group now holds the levy we have received for 2024, but which has not yet been recorded as revenue on the Operating Statement. We are processing these amounts monthly for 2024 and the figure for 2023 is therefore not comparable as the process was different then.

We note the market value of the long-term investment portfolio is over \$1M higher than its cost now. Markets are expected to remain turbulent until some geopolitical activity settles.

Recommended by:

Christine Saracino, Supervisor of Finance

Tracy Annett, General Manager / Secretary-Treasurer

Attachments

- Operating Statements – July 2024
- Flood Control Projects – 2024 Forecast
- Other Capital Projects – 2024 Forecast
- Balance Sheet – July 2024

Upper Thames River Conservation Authority

Statement of Operations

to July 31, 2024

	Category 1		Category 2		Category 3		Campgrounds		Total	YTD	Total
	YTD Actual	Budget	YTD Actual	Budget	YTD Actual	Budget	YTD Actual	Budget	YTD Actual	of Budget	Budget
REVENUES:											
Municipal Levy + Cost Apportionments	4,311,790	7,391,639	-	-	353,925	607,950	-	-	4,665,715	58%	7,999,589
Municipal Levy amortized from deferrals	135,510	177,885	-	-	91,584	91,584	6,182	-	233,276	87%	269,469
Provincial Transfer Payment - CA Act	181,213	181,213							181,213	100%	181,213
Provincial Transfer Payment - Clean Water Act	231,176	600,584							231,176	38%	600,584
Municipal Contracts	-	387,878	486,022	1,214,647	104,458	229,000	224,380	68,331	814,860	43%	1,899,856
Provincial Contracts	330,787	274,777	-	-	74,750	109,000	-	-	405,537	106%	383,777
Federal Grants and Contracts	460,047	204,641	-	-	163,022	1,926,068	-	-	623,069	29%	2,130,709
Land Management Agreements	424,368	438,086	-	-	355,094	679,591	19,633	74,700	799,096	67%	1,192,377
User Fees	489,975	1,066,635	-	-	898,090	934,525	4,136,022	4,811,482	5,524,087	81%	6,812,642
Donations and Other	3,048	18,000	-	-	3,114	8,500	547	1,327	6,709	24%	27,827
Investment Revenue	227,508	505,250	-	-			-	-	227,508	45%	505,250
TOTAL REVENUES	6,795,421	11,246,588	486,022	1,214,647	2,044,038	4,586,218	4,386,765	4,955,840	13,712,246	62%	22,003,293
EXPENDITURES:											
Wages and Benefits	5,149,815	9,919,714	358,485	724,089	1,129,700	2,181,471	1,168,575	2,130,331	7,806,575	52%	14,955,606
Property Related	135,510	745,202	43,803	32,500	130,536	408,245	424,377	851,685	734,226	36%	2,037,632
Technical and Consulting Services	253,192	559,143	14,354	30,420	86,593	246,704	131,679	195,100	485,818	47%	1,031,367
Computers and Communications	217,797	498,876	4,420	45,600	34,480	12,844	17,027	14,470	273,724	48%	571,789
Insurance and Risk Management	231,314	340,454	1,082	2,316	8,620	11,838	62,250	116,900	303,265	64%	471,508
Supplies	171,949	305,201	39,910	94,000	205,948	422,620	231,040	304,825	648,847	58%	1,126,646
Travel, other Personnel Expenses	70,997	145,418	9,442	21,550	12,210	11,410	54,515	38,475	147,164	68%	216,853
Fleet Related	95,735	150,700	-	-	-	-	1,855	4,500	97,590	63%	155,200
Banking Fees	11,626	20,000	-	-	-	-	-	-	11,626	58%	20,000
Other Expenses	97	100	-	-	76,864	917,600	-	-	76,962	8%	917,700
Depreciation Expenses	735,625	1,258,429	5,375	-	11,341	21,026	83,876	139,715	836,217	59%	1,419,170
Allocated Costs	(726,043)	(1,488,439)	143,507	260,380	329,454	758,955	253,081	478,753	0	0%	9,649
TOTAL EXPENDITURES	6,347,615	12,454,799	620,377	1,210,854	2,025,747	4,992,712	2,428,275	4,274,755	11,422,014	50%	22,933,121
NET SURPLUS (DEFICIT)	447,806	(1,208,211)	(134,355)	3,793	18,290	(406,494)	1,958,490	681,085	2,290,232	-246%	(929,828)
Depreciation Expense (added back)	735,625	1,258,429	5,375	-	11,341	21,026	83,876	139,715	836,217	59%	1,419,170
CASH SURPLUS (DEFICIT)	1,183,432	50,218	(128,980)	3,793	29,631	(385,468)	2,042,366	820,800	3,126,449	639%	489,342

Capital Flood Control Projects Update

2024 Projects Involved	Structure	Approved Budget 2024				Changes to 2024 Net	New Forecast 2024 Net			
		Net	Levy	Funding	Expenses		Levy	Funding	Expenses	2024 Net
8	Fanshawe Dam	45,534	173,000	183,000	356,000	-	545,500	468,000	967,966	45,534
4	Centreville Dam	- 42,250	- -	20,000	13,500	- 33,500	-	15,750	91,500	- 75,750
1	Dorchester Mill Pond Dam	- 16,750	-	31,750	50,000	- 18,250	-	35,000	70,000	- 35,000
1	Dorchester CA Dam	- 2,000	-	-	-	-	-	-	2,000	- 2,000
1	Embro Dam	-	- -	25,000	-	- 25,000	25,000	-	50,000	- 25,000
1	Fullarton Dam	- 18,000	- -	25,000	-	- 25,000	7,000	-	50,000	- 43,000
1	Harrington Dam	-	- -	12,500	- 25,000	12,500	12,500	-	-	12,500
1	Ingersoll Channel	-	-	-	-	-	5,000	-	5,000	-
7	London Dykes	30,000	12,000	500	27,000	- 14,500	229,500	378,000	592,000	15,500
8	Mitchell Dam	- 14,858	- -	4,068	30,000	- 34,068	35,142	43,432	127,500	- 48,926
6	Orr Dam	- 136,108	-	2,500	- 70,000	72,500	17,642	151,250	232,500	- 63,608
7	Pittock Dam	27,616	- -	32,500	- 65,000	32,500	145,414	45,000	130,298	60,116
1	Shakespeare Dam	- 2,000	-	-	-	-	-	-	2,000	- 2,000
2	Stratford Channel	- 25,000	-	-	-	-	-	15,000	40,000	- 25,000
1	St Marys Floodwall	-	-	-	-	-	5,000	-	5,000	-
7	Wildwood Dam	- 19,332	-	77,500	155,000	- 77,500	195,361	242,500	534,693	- 96,832
57	Total	- 173,148	185,000	176,182	471,500	- 110,318	1,223,059	1,393,932	2,900,457	- 283,466

07-Aug-24

Other Capital Projects Update

Proj #	Capital Asset Renewal Reserve	Approved Budget				Changes to 2024 Net	New Forecast				Notes
		2024 Net	Levy	Funding	Expenses		Levy	Funding	Expenses	2024 Net	
73	WCC Office furnishings	- 35,000			15,000	- 15,000	-	-	50,000	- 50,000	For add'l staff and those under new EC grant
151	IT Server Equipment	-				-	50,000	-	50,000	-	
50	Fleet vehicle and equipment replacement	- 85,000	5,000	-	16,000	21,000	225,000	25,000	314,000	- 64,000	Reduced request for new equipment
53	EV Charging Stations	- 20,000	- 5,000	- 25,000	50,000	- 80,000	75,000	75,000	250,000	- 100,000	Phased approach and loss of funding
240	CSV - Fiberoptic cabling	- 50,000			15,000	15,000	-	-	35,000	- 35,000	
41	FCA water servicing (pump, panel UV)	- 20,000		20,000		20,000	-	20,000	20,000	-	Costs to be covered under insurance program
69	Main road waste management moloks				21,000	- 21,000	-		21,000	- 21,000	Moloks added to main FCA road (see below)
268	Loggers & Telemetry Watershed-wide						-		-		
271	PCA Reservoir Erosion Control	-					-	-	-	-	
48	CSV - Renovations	- 70,000				-	-	-	70,000	- 70,000	
	Sub-total	- 280,000	-	- 5,000	55,000	- 60,000	350,000	120,000	810,000	- 340,000	
Category 3 Campgrounds Reserve											
54	Tri-park business plans	- 75,000			75,000	75,000	-	-	-	-	Revised estimates, timing and costs of these planning projects.
70	Tri-park building gatehouse plans	- 75,000			75,000	75,000	-	-	-	-	
57	Tri-park rental equipment replacement	- 20,000				-	-	-	20,000	- 20,000	
						-					
62	FCA Gatehouse Building				80,000	- 80,000	-	-	80,000	- 80,000	Project planning brought forward
55	FCA greenspace plan	- 15,000			5,000	- 5,000	-	-	20,000	- 20,000	
56	FCA electrical upgrades to seasonal sites	- 266,937			266,937	266,937	-	-	-	-	Deferred to 2025
58	FCA roads - day use area	- 300,000			300,000	300,000	-	-	-	-	Deferred to 2026
59	FCA playground equipment	- 160,000			45,000	45,000	-	-	115,000	- 115,000	Cost estimate lowered
60	FCA Roads - Campground				300,000	- 300,000			300,000	- 300,000	Prioritized campground roads over day use area
											Grant redirected if possible, costs reduced on this project
61	FCA canoe launch - day use area	- 125,000	- 50,000	- 55,000	5,000	-	-	-	120,000	- 120,000	
66	FCA Lakeview Pavillion renos	- 50,000				-	-	-	50,000	- 50,000	Costs to spread over 2 fiscal years
68	FCA Watson Porter renos	- 150,000	- 200,000	10,000	- 210,000	-	-	-	360,000	- 360,000	Grant denied; cost estimated revised upwards
67	FCA campground building renos to washrooms	- 200,000			200,000	200,000	-	-	-	-	Project deferred to 2025
69	FCA Days use Waste Management moloks	- 42,000			21,000	21,000	-	-	21,000	- 21,000	Project broken between 2 reserve funds
						-	-	-	-	-	
71	PCA 3rd Washroom renovations	- 200,000			200,000	200,000	-	-	-	-	Cost estimate increased; deferred to 2025
44	PCA linear road Bridge Infrastructure (Woodstock)	- 125,000			125,000	125,000	-	-	-	-	Project delayed by City of Woodstock
72	PCA washroom repairs	- 75,000			75,000	75,000	-	-	-	-	Project deferred to 2025
270	PCA Registration Building renos	-				-	-	-	-	-	
75	PCA Waste Management moloks	- 20,000				-	-	-	20,000	- 20,000	
125	WCA Electrical Upgrades										
43	WCA Roads										
126	WCA playground equipment	- 130,000			130,000	130,000	-	-	-	-	Project delayed
	Sub-total	- 2,028,937	-	- 250,000	1,172,937	922,937	-	-	1,106,000	- 1,106,000	
	Total Other Capital Projects	- 2,308,937	-	- 255,000	1,117,937	862,937	350,000	120,000	1,916,000	- 1,446,000	

07-Aug-24

Upper Thames River Conservation Authority
Statement of Financial Position and Accumulated Surplus (unaudited)
as at July 31, 2024

FINANCIAL ASSETS	Current Year	Prior Year	Notes
Cash and equivalents			
Bank Balances	2,253,594	2,430,113	
Petty Cash, Floats and Advances	7,190	7,100	
Short-term Investments	10,487,451	9,614,123	
PHN Investment Portfolio at cost	6,552,711	6,328,364	Market value 31st July: \$7,755,298
	19,300,946	18,379,700	
Receivable Amounts			
Accounts Receivable	3,520,184	3,092,750	
Federal Taxes Receivable	48,655	47,505	
Accrued Receivables	32,774	1,189	
	3,601,613	3,141,443	
	22,902,559	21,521,143	
FINANCIAL LIABILITIES			
Accounts Payable and Accrued Liabilities			
Wage-related payables	1,033,048	976,526	
Federal Taxes Payable	63,313	(1,624)	
Accounts Payable	396,749	406,523	
Amounts held for other groups	3,545,331	(238,920)	Incl levy not yet recorded as revenue in 2024
	5,038,442	1,142,504	
Deferred Revenues			
Funding carried forward temporarily	372,658	729,980	
Customer prepayments	16,875	31,592	
Advanced WECl funding	-	240,381	24/25 WECl funding not yet received
Deferred and Committed Capital Funding	8,411,677	6,284,034	
	8,801,209	7,285,986	
	13,839,651	8,428,491	
NET FINANCIAL ASSETS	9,062,908	13,092,652	
NON-FINANCIAL ASSETS			
Tangible Capital Assets	71,663,549	70,023,282	
less accumulated amortization	(30,773,857)	(29,484,575)	
Net tangible capital assets	40,889,692	40,538,707	
Capital projects in progress	8,931	45,875	
Prepaid Expenses, Deposits and Inventories	322,104	40,187	
Net Financial and Non-financial assets	50,283,635	53,717,421	
Equity in Tangible Capital Assets	40,331,502	38,928,737	
All other Equity	(2,259,093)	(856,328)	
Current year Surplus to date	2,886,869	5,177,003	
Reserves	9,324,357	8,598,008	
Accumulated Surplus	50,283,635	51,847,421	

To: UTRCA Board of Directors
From: Tracy Annett
Date: August 27, 2024
File Number: BoD-08-24-63
Agenda #: 8.4
Subject: City of London Climate Emergency Action Plan Reporting

Recommendation

THAT the Board receive the report for information.

Background

In April 2022, City of London council approved their Climate Emergency Action Plan (CEAP). Upper Thames River Conservation Authority staff provided input on the actions through the plan's development. Naturally, the work of the Authority, undertaken watershed wide, complements the goals and helps to implement the CEAP.

Climate Actions Implementation

In July, the Director of Climate Change, Environment & Waste Management requested the UTRCA to highlight some of the great work being undertaken by others on climate action (mitigation and adaptation). Projects completed in 2023 as well as projects initiated and ongoing in 2024 were requested for the community portion of the report.

UTRCA staff compiled the attached highlighting the work undertaken in the watershed and includes specific examples of efforts in London. This information was provided to the City's Strategic Priorities & Policy Committee ([item 4 of the meeting agenda](#)) on August 15th that included the UTRCA's submission as attached.

Recommended by:

Tracy Annett, General Manager

Teresa Hollingsworth, Manager, Community and Corporate Services

Attachment

- 2023/2024 Climate Emergency Action Plan Progress Report

Climate Action Report for the City of London's Climate Emergency Action Plan

Upper Thames River Conservation Authority Progress Report 2023/2024



North Thames River at Harris Park during "Rock the Park," July 2023.

The Upper Thames River Conservation Authority's (UTRCA) programs and services focus on five key areas:

- protecting people and property and supporting safe development,
- delivering landowner stewardship,
- providing natural spaces and recreational opportunities,
- making science-based decisions, and
- empowering communities and youth.

As a watershed agency, the work UTRCA undertakes assists the City in increasing resilience to extreme weather events through the implementation of an integrated, science-based watershed approach. UTRCA's programs and services protect life and property from natural hazards such as flooding and erosion and mitigate the effects of natural hazards, including a rapidly changing climate.

UTRCA is currently developing three high level strategies: a Strategic Plan, Watershed-based Resource Management Strategy, and Conservation Areas and Lands Strategy. These plans all recognize that a healthy natural heritage system and water resource system are the foundation for a sustainable and resilient community, and outline nature-based solutions to challenges posed by climate change.

UTRCA's programs and services are closely aligned with several areas of focus in London's Climate Emergency Action Plan, as summarized below.

Engaging, Inspiring and Learning from People (Area of Focus 1)

- Create community partnerships that increase awareness of, support for, and involvement in projects and activities that restore and enhance watershed health and resilience to climate change.
- Empower communities and youth through opportunities to experience and learn about conservation.
- Build capacity in local communities by providing hands-on learning opportunities to address local environmental concerns and the changing climate.
- In partnership with indigenous communities, develop and deliver environmental Indigenous programs and services to implement the actions of the Shared Waters Approach.

2023 Progress:

- Community-engaged flood mitigation and ecological restoration project on Western University campus involving installation of live tree and shrub stakes along Medway Creek. UTRCA and WU worked with representatives from Oneida Nation of the Thames and Chippewas of the Thames First Nation to plan and implement the event, which was framed within Indigenous Traditional Knowledge around water. Live staking assists with climate mitigation and adaptation.
- London Public Library Presentations (November 16 and 21) - "Tree Planting for Watershed Health and Climate Change Resiliency" in partnership with the City of London, London Public Library, and Western University.
- Participated in Western University's GIS Day on November 15th, displaying GIS (Geographic Information Systems) expertise used in various projects at the open-house event hosted by Western Libraries. The event brought students, colleagues, and community leaders together showcasing the latest in GIS products and applications. UTRCA staff demonstrated the Flood Hazard Water Table, teaching attendees about the importance of flood hazard mapping and planning in the watershed. The watershed report cards were also on display. This was the Authority's 5th consecutive year participating in the event.

2024 Completed/Planned:

UTRCA Partnerships and Education staff organize and participate in events across the watershed that promote ecological literacy and environmental engagement. These events include:

- Heritage Fair (February 10) - "100 Objects and Hidden Gems" UTRCA display on Sifton Bog and importance of wetlands for climate change adaptation/mitigation.
- Family Literacy Day (February 17) - Discussed trees and their relationship to mitigating climate change.
- EarthFest (April 20) - UTRCA served on the EarthFest steering committee and coordinated the festival's "WaterZone" area, which included community partner displays around water management, protection, and climate change mitigation.
- Go Wild, Grow Wild (May 4) - "Friends Of" booth (Stoney Creek, Medway) presented displays around water management and protection, and climate change mitigation.
- Celebrate the Medway Creek Community Event (June 8) - Hosted at the Museum of Ontario Archaeology with the Friends of Medway Creek. Partner groups ran activities related to climate change and the local environment
- Delivered Scotia Bank Scholars in partnership with Huron University, Scotia Bank, Thames Valley District School Board, and UTRCA, this program provides an accelerated learning opportunity for local high school students in a summer camp setting. The theme for the year was water and the UTRCA provided education surrounding flooding, climate change, and stormwater management.

- Providing environmental programming for campers and other visitors at Fanshawe, Pittock and Wildwood Conservation Areas.
- Doors Open London / Green in the City (September 21) at Fanshawe Conservation Area - UTRCA will host the kickoff event for Green in the City, in partnership with the City of London, the London Environmental Network, and the London Public Library with activities and events focused on climate change awareness and adaptation.
- Hope and Action in a Changing Climate (November 1-2) - UTRCA, in partnership with the Thames Talbot Land Trust, City of London, and many other community partners, will lead a community event to celebrate and share positive actions being taken by various organizations across the City around climate change. Plans include speakers, educational sessions, guided walks, demonstrations, local artists, and creative engagements with climate change.

Transforming Transportation and Consumption (Areas of Focus 4 and 5)

- Reduce fleet emissions through a Green Fleet Strategy that includes increasing EV use and researching investment to provide charging units on UTRCA properties.
- Reduce travel by maintaining pandemic business protocols such as on-line meetings and a hybrid work policy.
- Reduce paper usage and carbon emissions by expanding electronic business practices (i.e., paperless accounting).

2023 Progress:

- Replaced three gas powered fleet vehicles with two electric vehicles and one hybrid vehicle.

Implementing Natural and Engineered Climate Solutions and Carbon Capture (Area of Focus 6)

- Preserve, enhance, and protect approximately 6,000 hectares of land including woodlands, riparian meadows, wetlands, and environmentally significant areas. Green infrastructure provides flood retention, reduce peak flows, mitigate erosion hazards, and improve flow regimes.
- Report on local watershed conditions every five years, in partnership with Conservation Ontario. The Upper Thames River Watershed Report Cards provide information on surface water, groundwater, forest, and wetland conditions within 28 subwatersheds to promote an understanding of local (subwatershed) health and emerging trends as a basis for setting environmental management priorities and inspiring local environmental action.
- Manage invasive species and create pollinator habitat and tall grass prairies on UTRCA owned and/or managed lands.
- Provide technical advice and funding for agricultural tenants on UTRCA property to undertake management plans that include practices that support climate change efforts, such as no till, minimum till, and cover crops.
- Provide comprehensive planning, technical services, and engineering planning and design for stewardship practices to improve soil health, protect water quality and quantity, and increase resilience to changing weather patterns. Technical plans are tailored to individual farm projects, recognizing the diverse agricultural landscape across the watershed.

- Provide advice to landowners and watershed “Friends of” on in-stream and riparian restoration as well as wetland restoration and enhancement projects. These projects provide flood retention, reduce peak flows, mitigate erosion hazards, and improve flow regimes.
- Offer tree planting and woodlot management services for landowners. Windbreaks and land retirement plantings reduce soil erosion, increase natural cover and habitat, and build climate change resilience across the watershed.
- Manage the Clean Water Program which provides incentives to landowners to undertake stewardship projects on their own lands, including creating wetlands, establishing tall grass prairies, and implementing projects to improve soil health, water quality and quantity, and biodiversity.
- UTRCA's Demonstration Farm is an example of efforts to share information and coordinate innovation through research, demonstration projects, workshops, and field tours in partnership with landowners, agencies, academia, and the agriculture industry. Projects include water retention structures that reduce peak flows and improve water availability for growing crops during low water conditions.
- Annual “Tree Power” program with London Hydro provides inexpensive native shade trees to London residents to reduce home cooling costs.

2023 Progress:

- Completed 75 Clean Water Program projects across the watershed in 2023, with 43 of the projects located within 25 km of London.
- Expanded cover crop program by securing funding for projects completed in 2023-2024. Cover crops reduce the impacts of changing weather patterns by reducing soil erosion, improving soil health, and immobilizing nutrients to supply to subsequent crops.
- UTRCA manages an edge-of-field research site in London that investigates the impact of cover crops and land management practices on water quality, water quantity, and soil health as part of the On-Farm Applied Research and Monitoring (ONFARM) program.
- Provided technical assistance and third-party letters of support for tree planting, grassland, and wetland enhancement projects across the watershed under the Resilient Agricultural Landscape Program. Funding is delivered at the provincial level by Ontario Soil and Crop Improvement Association to reduce greenhouse gas emissions and sequester carbon.
- London Hydro and UTRCA partnered once again to deliver the London Hydro Tree Power program to make nine species of native hardwood trees available and affordable for residents of London. 600 trees were sold to London residents in spring 2023.

2024 Completed/Planned:

- Acquired 7.26 hectares of land adjacent to Sifton Bog lands in London and 34 hectares of valleyland along Fish Creek in Perth South.
- The London Hydro Tree Power program ran for the 12th year in spring 2024, making 500 native tree species available for residents to purchase. The program was once again well received by residents and sold out.
- Restore or enhance 22 acres of wetland features upstream of London, by reestablishing the wetland, removing invasive species, and planting native vegetation.
- Manage invasive species, plant native trees, and establish prairie habitat within London’s Environmentally Significant Areas.
- Maintain and monitor 22 hectares of native prairie habitat for Species at Risk, adjacent to Fanshawe Reservoir and Wildwood Reservoir.

Adapting and Making London More Resilient (Area of Focus 8)

- Reduce the risk of property damage and loss of life due to flooding by providing watershed municipalities with flood forecasting and warning services, including issuing flood bulletins to municipal flood coordinators and other agencies.
- Operate and maintain water control structures (dams, dykes, channels, floodwalls), constructed in partnership with municipalities, to control flood flows and augment stream flow during dry periods.
- Provide outreach and education on flood forecasting programs and safety measures.
- Monitor watershed conditions to detect low water conditions and support the Upper Thames River Low Water Response Team in responding to low water events.
- Maintain floodplain maps and conduct necessary communication initiatives to inform stakeholders and update maps, Board approved policies, official plans, and on-line map tool.
- Deliver the UTRCA's permitting responsibilities, ensuring compliance with Ontario Regulation 41/24 and related policies, site inspections, communications with agents and consultants, and appropriate enforcement action.
- Fulfill the UTRCA's delegated responsibilities to represent the provincial interest in natural hazards providing technical information and advice on land-use planning applications and comprehensive Official Plans and Zoning By-laws.
- Work with the City of London and senior government funding partners to complete the West London Dyke Reconstruction Project. Prior to the current rehabilitation efforts, the dyke protected approximately 1200 structures and 2600 people in the Blackfriars, Petersville, and Cavendish floodplain area to just less than the Regulatory Flood. Once all the upgrades are completed, the dyke will protect this area to the Regulatory Flood standard, reducing risks from flooding and improving the City's climate change resiliency.

2023 Progress:

- Issued 14 flood bulletins during 11 flood events. No low water response bulletins were issued.
- Annual UTRCA Flood Coordinators meeting was attended by approximately 40 flood coordinators from watershed municipalities and local First Nations, as well as staff from other agencies.
- 16 UTRCA staff completed Basic Emergency Management Training at the City's Emergency Operations Centre.
- Issued 216 Section 28 permits with 98% meeting the Provincial standards for issuance timelines.

2024 Completed/Planned:

- Board of Directors approved use of a Two Zone Concept for the Mud Creek subwatershed.
- Issued 9 flood bulletins during 7 flood events.
- Delivered River Safety Education Program to more than 40 Grade 2 classes, teaching students about local flood control structures and how to stay safe near rivers, creeks, and streams, through games and hands-on activities.
- Participated in Western University Science Rendezvous and the City of London Emergency Preparedness Day, running booths focused on flooding safety and awareness.
- Three UTRCA staff completed Basic Emergency Management Training at the City's Emergency Operations Centre.
- Hazard map updates and policy updates for Thames River in London to improve access to current and accurate flood and erosion hazard maps.
- Continuing work with the City of London on the West London Dyke Rehabilitation project, with project design going to tender for the next phase.

Advancing Knowledge, Research and Innovation (Area of Focus 9)

- In partnership with watershed Boards of Education, UTRCA education staff develop and deliver curriculum-based environmental education programs that reach over 20,000 students per year with place-based information. Education programs help communities and youth understand how to protect watershed resources and avoid risks from flooding and related hazards, and support community partnership activities.
- Partnering with universities and the Ontario Resource Centre for Climate Adaptation to further research the impacts of climate change and actions needed to lower greenhouse gas emissions and create climate-resilient communities. Education, knowledge, research, and innovation have a crucial role in raising awareness about the urgency of addressing climate change and implementing solutions.
- Compiling watershed data and analytics, applied research, technology development, and creating and utilizing networks of individuals, organizations, businesses, and communities to investigate the impact of stewardship practices on water quality, water quantity, and soil health and track climate change impacts.
- Providing technical training and certification opportunities on Low Impact Development (LID) for municipal staff, consultants, and academia, and LID workshops for homeowners through London Environmental Network's Residential Rain Garden Program.
- Reimagining the former Children's Safety Village at Fanshawe Conservation Area, with the intent of developing a visitor and education centre that showcases energy and water conservation retrofits as it progresses toward LEED Certification. Education programs and interpretive elements in the building and model village will highlight climate change resiliency and highlight the local partners adding to a more resilient region.
- UTRCA has partnered with Ontario Resource Centre for Climate Adaptation (ORCCA) to perform a comprehensive review of the UTRCA surface water quality monitoring program and its ability to measure the impacts of climate change on water quality. The program will help UTRCA build climate resilience by enhancing our current monitoring program to quantify the impacts of climate change on water quality in our watershed.
- UTRCA has partnered with the Forest Gene Conservation Association to create the Bur Oak Seed Orchard for a Changing Climate. The project is testing whether oak from warmer climates (Tennessee and Pennsylvania) will be better adapted for Southern Ontario in the future. In autumn 2023, seed was collected from these southern sources and sent to partner nurseries to support future restoration initiatives.
- In spring 2024, UTRCA stewardship staff partnered with the Forest Gene Conservation Association and Forests Ontario to utilize ~1500 White Pine seedlings of southern genetics (North Carolina), which will be better adapted for southern Ontario in the future.
- UTRCA staff is working with municipal partners and private landowners to reduce invasive species (Japanese Knotweed, Phragmites, Buckthorn, and Giant Hogweed) throughout the watershed.
- Monitoring climate impacts on aquatic species at risk (e.g., Black Redhorse, Silver Shiner, Round Pigtoe) and aquatic invasive species distribution (e.g., Round Goby, Goldfish).
- Assessing climate impacts on watershed health by monitoring benthic macroinvertebrates.

2023 Progress:

- Offered Low Impact Development Operations and Maintenance Workshop at the UTRCA Watershed Conservation Centre, in collaboration with the Western Water Centre. The 55 attendees included municipal staff, consultants, academia, and First Nations staff.

- Completed acquisition of the former Children's Safety Village, and began energy and water conservation retrofits and reimagining the model village.

2024 Completed/Planned:

- Facilitated GREEN Leaders, a year-long environmental education and civic engagement program for 12 local Grade 7/8 classes. Each class identified an environmental issue in their local community and then implemented a sustainable solution to the issue. Students shared their projects with community partners at the year-end Student Forum held at Huron University College. The program curriculum includes educating students about climate change causes, impacts, and mitigation. Many of the classes chose issues directly related to climate change, and all were encouraged to consider how climate change relates to their chosen issue.
- Delivered Stream of Dreams education program to four local schools. This program focuses on watersheds, stream health, and stormwater impacts in the context of a changing climate and encourages community involvement.
- Launched Climate Change in Our Watershed, a new education program for Grade 9-12 science and geography students.
- Delivered 30 hands-on "Slow the Flow," "Focus on Flooding," and "Watershed" Science, Technology, Engineering, and Math (STEM) days for Grade 3-8 students. Student learning focused on local impacts of climate change and the role of natural features, Low Impact Development, and flood management structures in reducing flood risk.
- Reached 55 students through Climate Change, A Hot Issue program.
- Delivered "walking field trips" at London's Environmentally Significant Areas, highlighting the natural heritage of the areas and the ecosystem services they provide.
- Partnering with University of Waterloo to include carbon and silica analysis in sample collection within the headwaters of Medway Creek to integrate research on the impacts of climate change into monitoring, which will continue throughout 2024.
- In March, offered Low Impact Development Design and Construction Workshop at the Watershed Conservation Centre for Construction Project Management students at Fanshawe College, with 35 attendees.



To: UTRCA Board of Directors
From: Michelle Viglianti, Administrative Assistant
Date: August 6, 2024
File Number: BoD-08-24-64
Agenda #: 9.1
Subject: Finance and Audit Committee – June 25th and July 19th Meetings

Recommendation

THAT the Board of Directors approves the revised Cash Management and Investment Policy.

Background

The Finance and Audit Committee met on June 25th and July 19th. The Committee meeting packages and minutes can be found on the [Upper Thames River Conservation Authority Website](#).

As per the June 25th recommendation of the Finance and Audit Committee, as seen below, the revised Cash Management and Investment Policy has been attached for the Board's review and consideration.

Recommendations and Decisions

June 25th

The Committee discussed and passed the following motions:

Mover: Brian Petrie

Seconder: Dean Trentowsky

THAT the Finance and Audit Committee recommend approval of the revised Cash Management and Investment Policy to the Board of Directors at its next meeting.
Carried.

The Committee heard and received a presentation from Phillips, Hagar and North (PH&N) for information.

Mover: Dean Trentowsky

Seconder: Brian Petrie

THAT the Finance and Audit Committee continues to work with PH&N of RBC on behalf of the Board to provide investment counselling services on the long-term investment portfolio currently held with them.
Carried.

July 19th

The Committee discussed and passed the following motion:

Mover: Brian Petrie

Seconder: Dean Trentowsky

THAT the Finance and Audit Committee proceed with the PHN recommendation to invest 3% (approximately \$225,000) of the total portfolio in the RBC Global Infrastructure fund.

Carried.

Prepared by:

Michelle Viglianti, Administrative Assistant

Recommended by:

Tracy Annett, General Manager

Attachment

- Cash Management and Investment Policy

UTRCA Cash Management and Investment Policy

Company Profile

- Corporate Name: Upper Thames River Conservation Authority
- Type of Business: Watershed management
- Date of Incorporation: 1947
- Jurisdiction of Incorporation (Province): Ontario
- Annual Revenue: Approximately \$23,000,000
- Fiscal Year End: December 31st
- Other Professional Advisors: Christine Saracino, Supervisor of Finance, CPA
- Investment Knowledge of Signing Officers: Moderate

Purpose of Policy

The purpose of the Cash Management and Investment Policy is to establish and define the investment parameters for surplus cash that the Upper Thames River Conservation Authority (UTRCA) Board of Directors wishes to promote. Specifically, the Policy will:

- Identify the organization's investment objectives and constraints within certain timelines,
- Suggest an appropriate asset mix that is consistent with these investment objectives and constraints, and
- Establish an appropriate reporting and review process.

Objectives

It is an objective of the UTRCA to ensure that funds are available when required. If funds are not immediately required, they are to be securely invested to provide future benefit to the organization. The Board recognizes that there are day-to-day cash requirements which must meet operational needs (i.e., funding payrolls and fulfilling tax obligations, meeting the needs of vendors for payments). There are also values for which funds may be needed on a longer time horizon, including the maintenance of funds representing reserves. The link between cash needs and available investment funds is, therefore, a close one dictated by both need and timing. Appropriate cash management procedures and guidelines for investment need to be documented.

Any secondary investment objective will vary dependent on the ultimate purpose of the funds in question and will dictate the strategy and specific type of investments purchased. However, in all cases, preservation or protection of capital will be a necessary objective as well.

Table 1. Guidelines for UTRCA Cash and Investment Holdings

Portion	Minimum and Maximum Holdings in Eligible Investments	Trigger	Objective	Discretion	Governance	Expected Returns after fees
Current Accounts Portion Overnight to up to 1 year	0.5 to 2 million in CAD and USD current accounts		Payments and payroll float	Finance staff based on cash flow projections	Cash management procedures	3%-5%
Short-term GICs Up to 2 years	Up to 3.3M total in GICs or high interest savings accounts	Current accounts persistently above \$2M	Liquidity (for unexpected demands)	Finance staff based on budgets and cash flow projections	Cash management procedures	3%-5%
Mid-term Portion Between 2 and 7 years	Approx. 4.1M in GICs, T-bills, BBB or better corporate bonds	Amount to approximately match deferred revenue balance to 7 years	Income generation Liquidity	Supervisor of Finance and GM with respect to approved budget	Cash management procedures and quarterly reports to the Board	4%-6%
Long-term Portion Representing reserves and future needs from approximately 7 years onwards	Approx. 11.6M and more in a selection of eligible investments outlined below. May also include EFTs.	Balance of deferred revenues longer than 7 years and reserves	Growth through capital appreciation and liquidity through income generation	External: Selected committee of the Board with an investment firm	Annual review with investment advisor as to performance against benchmarks	5%-7%

Structure of Cash and Investment Holdings

See the appendix at the end of this document for current holdings.

Withdrawals

Discretionary withdrawals from each of the portions will be conducted as necessary under governance procedures noted above and to meet the projected cash needs of the organization.

Withdrawals from the long-term portion of the portfolio are expected to be very infrequent as it is the desire of the Board to maintain a long-term investment portfolio in perpetuity to support the UTRCA's continuing financial strength and preserve the purchasing power of the invested cash. Such withdrawals are expected to be planned in advance and can result from

the need for significant amounts of cash for large capital spending initiatives. It is not expected that cash for operating needs is available from the long-term portion of the holdings.

Deposits

New investments in the long-term portfolio may be made from time to time as a result of, for example:

- Earlier investments maturing,
- Earlier investments not renewed at the expected time,
- A significant influx of cash from asset sales becomes available,
- Cash becomes excess because capital spending is lower than expected.

Gains and Earnings from Investments

Interest earned from cash holdings in current accounts, short-term and mid-term investments are recognized as earned, or accrued each year in the operating accounts as a means to support program spending.

Gains from interest and dividends and/or sales of individual investments within the long-term portfolio are directed first to supporting the management costs of that portfolio and then into a long-term reserve. This latter effort direction effectively attempts to smooth the fluctuations year by year in the value of a market-based portfolio, protecting the operating budget from significant economic shocks. Therefore, market losses in the long-term portion can be mitigated through a specific reserve established for that purpose.

Eligible Investments, Allocation and Exposures, Long-term Portion

UTRCA holdings may include the following asset categories.

Table 2. UTRCA Asset Categories and Percentage of Total Portfolio

Asset	Range of Total Portfolio	Target of Total Portfolio
Equities: Publicly traded domestic or foreign equity securities, common and preferred stocks rights, warrants, convertible debentures, American and Global Depository Receipts	45%-65%	60%
Fixed Income: Investment grade bonds, high yield or global bonds, debentures (convertible or not), notes, or other debt instruments of governments, government agencies, or corporations including asset-backed securities	20%-40%	25%
Cash or money market securities issued by governments or corporations, Treasury bills, commercial paper, bankers acceptances, and certificates issued by banks, trusts, and insurance companies	0%-15%	0%
Alternative Investments: e.g., Canadian real estate, mortgages, and investments which may be typically more complex and less liquid than public bonds or stocks	0%-20%	15%

Risk Tolerance

There is always some degree of uncertainty (investment risk) concerning the rate of return or growth of assets that may be generated over any future period. Investment risk may be defined as the frequency and magnitude of negative returns over a given period.

The Board's tolerance for risk and volatility is considered to be moderate, which implies in any one year period, the UTRCA can tolerate a drop in value of the portfolio of up to 10% before the Board feels distinctly uncomfortable with the investment strategy. This range is a representation of the Board's tolerance for risk and volatility; however, please note that the portfolio may experience fluctuations in value that are higher than this range in times of higher volatility in the financial markets.

Each portion of the total portfolio will be managed to minimize fluctuations in a manner that is consistent with stated objectives over the time horizon. While one portion may incur little risk, (that is the current, short and mid-term portions which are generally fixed rate investments), another portion may tolerate higher levels of risk.

Constraints

Socially Responsible Investing

The Board has indicated that they would like the portfolio's investments to follow a socially responsible investment strategy. A socially responsible investment strategy means investment decisions are not based primarily on financial performance, but also on ethical, social, and, in particular, environmental considerations.

The Board acknowledges that a socially responsible investment strategy may exclude investment in certain types of businesses or geographic markets, which may impact overall diversification and performance of the portfolio. In addition to incorporating Environmental, Social and Corporate Governance parameters (ESG) across the overall portfolio, UTRCA has a preference for divesting of fossil fuels within its global equity holdings by excluding issuers that are directly involved in extracting, processing, or transporting coal, oil, or natural gas (fossil fuels), or issuers included in "The Carbon Underground 200." Furthermore, UTRCA expects third party managers to exclude, on a best efforts basis, issuers who knowingly engage in child labour practices.

Reporting and Review Process

The Board has accepted the Finance and Audit committee's recommendation of RBC PH&N Investment Counsel to advise on the investments of the long-term portion of the portfolio. The Board relies on the Finance and Audit Committee to make recommendations for the general management of investments held by the organization.

For the short-term and mid-term portions of the portfolio, any amounts varying from the maximum holding will be reported to the General Manager in conjunction with a review of the Cash Management and Investment Policy.

For the mid-term portion of the portfolio, investment status will be noted on quarterly financial reports to the Board and any material changes in holdings will also be reported then.

For the long-term portion of the portfolio, the advisor is required to meet with the Finance and Audit Committee annually to review the portfolio structure and reconfirm the organization's objectives. The Committee will provide an annual report to the Board for its review of the performance of the portfolio, a summary of the transactions during the period, and a recommendation on the continuation of the advisor in its role.

Policy Review

The Board recognizes that this Policy may require review as the organization grows and circumstances change. To that end, the Board intends to revisit the information in this Policy at least once every three years to revise and amend the objectives and details outlined here.

Acknowledgement and Agreement

All investment activities will be conducted in accordance with requirements of federal and provincial regulatory bodies, the CFA Institute Code of Ethics, and Standards of Professional Conduct. The members of the Board hereby confirm their agreement with this Policy.

Revision History

- First revision, April 2018 – Added minimum returns, ranges for asset allocation, socially responsible investments description
- Second revision, November 2021 – Added alternative investment category to include Real Estate as eligible investment, updated targets and ranges
- Third revision, August 2024 – Re-orientation of policy to investment as a cash holding mechanism, add ETF as eligible long-term