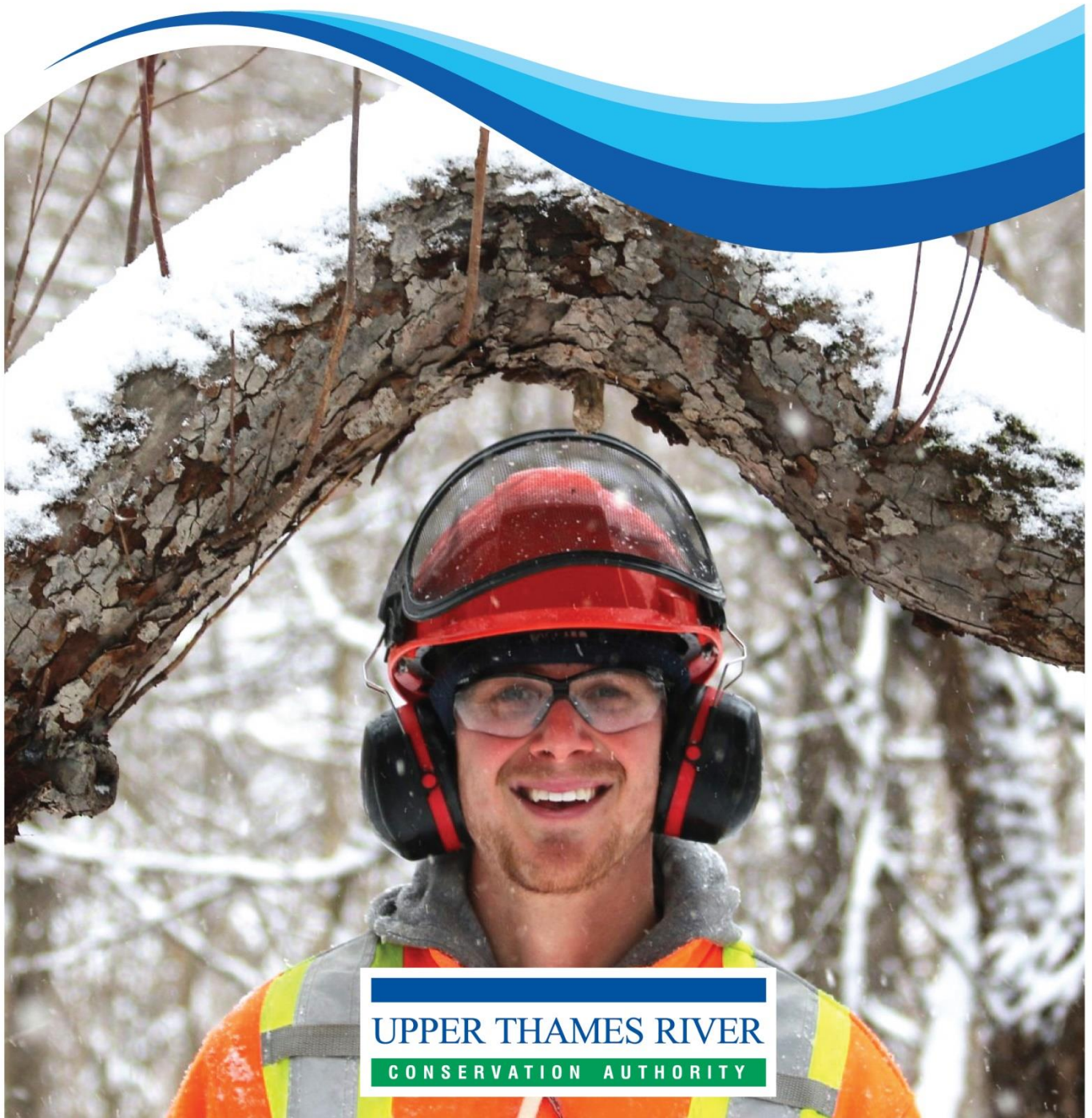


MEETING PACKAGE  
JAN 2024

# Board of Directors

Upper Thames River Conservation Authority



UPPER THAMES RIVER  
CONSERVATION AUTHORITY

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

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**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: November 28, 2023**

**5.2. Business Arising from Minutes**

**5.3. Correspondence**

5.3.1. Minister's Direction on Fees December 13, 2023

5.3.2. UTRCA Transition Extension Letter

**6. Reports – For Consideration**

**6.1. Embro Environmental Assessment – BoD-01-24-01**

**6.2. Asset Management Policy – BoD-01-24-02**

**6.3. Provincial Offences Act Officer Designations for Nathan Robinson and Richard Brewer BoD-01-24-03**

## **7. Reports – In Camera**

- 7.1. Litigation Affecting the Authority – Summary of Existing Statements of Claim**
- 7.2. Pending Acquisition of Land**

## **8. Reports – For Information**

- 8.1. Administration and Enforcement – Section 28 Report – BoD-01-24-06**
- 8.2. Project Status Update – BoD-01-24-07**
- 8.3. Draft Budget and Municipal Feedback – BoD-01-24-08**
- 8.4. Watershed Conservation Centre Performance Report and Building Update – BoD-01-24-09**
- 8.5. [Thames River Current – January Edition](#)**

## **9. Reports – Committee Updates**

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

## **10. Elections – BoD-01-24-10**

- I. Chair**
- II. Vice-Chair**
- III. Hearing Committee (three positions)**
- IV. Finance and Audit Committee (two to four positions)**

**V. Source Protection Striking Committee/Committee Liaison (one position)**

**11. Notices of Motion**

**12. Chair's Comments**

**13. Member's Comments**

**14. General Manager's Comments**

**15. Adjournment**

A handwritten signature in blue ink, appearing to read "Tracy Annett", is written over a horizontal line. The signature is cursive and extends to the right of the line.

Tracy Annett, General Manager

**Ministry of Natural  
Resources and Forestry**

**Ministère des Richesses  
naturelles et des Forêts**

Office of the Minister

Bureau du ministre

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Tel.: 416-314-2301

99, rue Wellesley Ouest  
Bureau 6630, Édifice Whitney  
Toronto ON M7A 1W3  
Tél.: 416-314-2301



December 13, 2023

**TO:** All Conservation Authorities

**SUBJECT:** Extension of Minister's Direction for Conservation Authorities Regarding Fee Changes Associated with Planning, Development and Permitting Fees

---

I am writing with regards to conservation authority fees for the 2024 year. As you are aware, a Minister's Direction ("Direction") was issued on December 28, 2022, directing conservation authorities not to change fees for programs and services associated with planning, development and permitting for the 2023 calendar year. I have provided a copy of this previous direction for your reference.

Pursuant to my authority under subsection 21.3 (1) of the *Conservation Authorities Act*, I am issuing a new Direction that extends the previous Direction for the upcoming year (attached to this letter as Attachment A). The Direction will be in effect from January 1, 2024 to December 31, 2024 and applies to fees for the same programs and services specified in the Direction that was in effect for 2023.

If you have any questions, please contact Jennifer Keyes, Director, Resources Planning and Development Policy Branch, at 705-761-4831 or [jennifer.keyes@ontario.ca](mailto:jennifer.keyes@ontario.ca).

Sincerely,

A handwritten signature in black ink, appearing to read "Graydon Smith".

The Honourable Graydon Smith  
Minister of Natural Resources and Forestry

c: The Honourable Paul Calandra, Minister of Municipal Affairs and Housing  
The Honourable Andrea Khanjin, Minister of the Environment, Conservation and Parks

**Minister’s Direction Issued Pursuant to Section 21.3 of the *Conservation Authorities Act*  
(this “Direction”)**

**WHEREAS** section 21.2 of the *Conservation Authorities Act* permits a Conservation Authority to charge a fee for a program or service if the program or service is included in the Minister’s list of classes of programs and services in respect of which a Conservation Authority may charge a fee;

**AND WHEREAS** subsections 21.2 (6) and 21.2 (7) of the *Conservation Authorities Act* provide that a Conservation Authority shall adopt a written fee policy that includes a fee schedule listing the programs and services that it provides in respect of which it charges a fee, and the amount of the fee charged for each program or service or the manner in which the fee is determined (a “**Fee Schedule**”);

**AND WHEREAS** subsection 21.2 (10) of the *Conservation Authorities Act* provides that a Conservation Authority may make a change to the list of fees set out in the fee schedule or to the amount of any fee or the manner in which a fee is determined, provided the authority shall give notice of the proposed change to the public in a manner it considers appropriate;

**AND WHEREAS** section 21.3 of the *Conservation Authorities Act* provides the Minister with the authority to give a written direction to an authority directing it not to change the amount of any fee it charges under subsection 21.2 (10), in respect of a program or service set out in the list referred to in subsection 21.2 (2), for the period specified in the direction;

**NOW THEREFORE** pursuant to the authority of the Minister of Natural Resources and Forestry under section 21.3, the Conservation Authorities set out under Appendix “A” of this Direction (the “**Conservation Authorities**” or each, a “**Conservation Authority**”) are hereby directed as follows:

**Fee Changes Prohibition**

1. Commencing on the Effective Date and for the duration of the Term of this Direction, a Conservation Authority is prohibited from making a change under subsection 21.2 (10) of the *Conservation Authorities Act* to the amount of any fee or the manner in which a fee is determined in its fee schedule if such a change would have the effect of changing the fee amount for the programs and services described in paragraphs 2 and 3 of this Direction.

**Program and Service Fees Impacted**

2. This Direction applies to any fee set out in the Fee Schedule of a Conservation Authority, including without limitation fees for any mandatory program or service



(Category 1), municipal program or service (Category 2), or Conservation Authority recommended program or service (Category 3) related to reviewing and commenting on planning and development related proposals, applications, or land use planning policies, or for Conservation Authority permitting.

3. For greater certainty, this Direction applies to any fees in respect of the following programs or services provided under the Mandatory Programs and Services regulation ([O. Reg. 686/21](#)):
  - a. Section 6: programs and services related to reviewing applications and proposals under the *Aggregate Resources Act*, *Drainage Act*, *Environmental Assessment Act*, and the *Niagara Escarpment Planning and Development Act*, for the purpose of commenting on the risks related to natural hazards arising from the proposal,
  - b. Section 7: programs and services related to ensuring that decisions under the *Planning Act* are consistent with the natural hazards policies in the policy statements issued under section 3 of the *Planning Act* and are in conformance with any natural hazard policies included in a provincial plan as defined in section 1 of that Act,
  - c. Section 8: programs and services related to Conservation Authority duties, functions, and responsibilities to administer and enforce section 28 and its regulations, section 28.0.1, and section 30.1 of the *Conservation Authorities Act*,
  - d. Paragraph 4 of subsection 13 (3): programs and services related to reviewing and commenting on any proposal made under another Act for the purpose of determining whether the proposal relates to a significant drinking water threat or may impact any drinking water sources protected by a source protection plan, and
  - e. Subparagraph 4 iv of section 15: programs and services related to reviewing and commenting on proposals made under other Acts for the purpose of determining the proposal's impact on the Lake Simcoe Protection Plan and the Lake Simcoe watershed.

### **Application**

4. This Direction, applies to all Conservation Authorities in Ontario, listed in Appendix "A" to this Direction.
5. For greater certainty, this Direction also applies to the Conservation Authorities listed in Appendix "A" to this Direction when such Conservation Authorities are meeting as a source protection authority under the *Clean Water Act, 2006*.

### **Effective Date and Term**

6. This Direction is effective from January 1, 2024 (the "**Effective Date**").

7. The term of this Direction is the period from the Effective Date to December 31, 2024 (the “**Term**”).

### **Amendments**

8. This Direction may be amended in writing from time to time at the sole discretion of the Minister.

**HIS MAJESTY THE KING IN RIGHT OF ONTARIO**  
as represented by the  
**Minister of Natural Resources and Forestry**



The Honourable Graydon Smith  
Minister of Natural Resources and Forestry  
December 13, 2023



## APPENDIX A

### LIST OF CONSERVATION AUTHORITIES TO WHICH THE DIRECTION APPLIES

#### **Ausable Bayfield CA**

R.R. #3  
71108 Morrison Line  
Exeter ON N0M 1S5  
Brian Horner  
[bhorner@abca.on.ca](mailto:bhorner@abca.on.ca)

#### **Cataraqui Region CA**

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1641 Perth Road  
Glenburnie ON K0H 1S0  
Katrina Furlanetto  
[kfurlanetto@crca.ca](mailto:kfurlanetto@crca.ca)

#### **Catfish Creek CA**

R.R. #5  
8079 Springwater Road  
Aylmer ON N5H 2R4  
Dusty Underhill  
[generalmanager@catfishcreek.ca](mailto:generalmanager@catfishcreek.ca)

#### **Central Lake Ontario CA**

100 Whiting Avenue  
Oshawa ON L1H 3T3  
Chris Darling  
[cdarling@cloca.com](mailto:cdarling@cloca.com)

#### **Credit Valley CA**

1255 Old Derry Rd  
Mississauga ON L5N 6R4  
Quentin Hanchard  
[quentin.hancard@cvc.ca](mailto:quentin.hancard@cvc.ca)

#### **Crowe Valley CA**

Box 416  
70 Hughes Lane  
Marmora ON K0K 2M0  
Tim Pidduck  
[tim.pidduck@crowevalley.com](mailto:tim.pidduck@crowevalley.com)

#### **Essex Region CA**

Suite 311  
360 Fairview Ave West  
Essex ON N8M 1Y6  
Tim Byrne  
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**Ganaraska Region CA**

Box 328  
2216 County Road 28  
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Linda Laliberte  
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**Grand River CA**

Box 729  
400 Clyde Road  
Cambridge ON N1R 5W6  
Samantha Lawson  
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**Grey Sauble CA**

R.R. #4  
237897 Inglis Falls Road  
Owen Sound ON N4K 5N6  
Tim Lanthier  
[t.lanthier@greysauble.on.ca](mailto:t.lanthier@greysauble.on.ca)

**Halton Region CA**

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Hassaan Basit  
[hbasit@hrca.on.ca](mailto:hbasit@hrca.on.ca)

**Hamilton Region CA**

P.O. Box 81067  
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Ancaster ON L9G 4X1  
Lisa Burnside  
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**Kawartha Region CA**

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Mark Majchrowski  
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**Kettle Creek CA**

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Elizabeth VanHooren  
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**Lake Simcoe Region CA**

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Newmarket ON L3Y 3W3  
Rob Baldwin  
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**Lakehead Region CA**

Box 10427  
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Thunder Bay ON P7B 6T8  
Tammy Cook  
[tammy@lakeheadca.com](mailto:tammy@lakeheadca.com)

**Long Point Region CA**

4 Elm Street  
Tillsonburg ON N4G 0C4  
Judy Maxwell  
[jmaxwell@lprca.on.ca](mailto:jmaxwell@lprca.on.ca)

**Lower Thames Valley CA**

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Mark Peacock  
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**Lower Trent Region CA**

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Rhonda Bateman  
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**Maitland Valley CA**

Box 127  
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Wroxeter ON N0G 2X0  
Phil Beard  
[pbeard@mvca.on.ca](mailto:pbeard@mvca.on.ca)

**Mattagami Region CA**

100 Lakeshore Road  
Timmins ON P4N 8R5  
David Vallier  
[david.vallier@timmins.ca](mailto:david.vallier@timmins.ca)

**Mississippi Valley CA**

10970 Highway 7  
Carleton Place ON K7C 3P1  
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**Niagara Peninsula CA**

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**Nickel District CA**

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Carl Jorgensen  
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**North Bay-Mattawa CA**

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North Bay ON P1C 1N1  
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**Nottawasaga Valley CA**

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Doug Hevenor  
[dhevenor@nvca.on.ca](mailto:dhevenor@nvca.on.ca)

**Otonabee Region CA**

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Peterborough ON K9H 7M9  
Janette Loveys Smith  
[jsmith@otonabeeconservation.com](mailto:jsmith@otonabeeconservation.com)

**Quinte CA**

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Brad McNevin  
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**Raisin Region CA**

PO Box 429  
18045 County Road 2  
Cornwall ON K6H 5T2  
Richard Pilon  
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**Rideau Valley CA**

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Manotick ON K4M 1A5  
Sommer Casgrain-Robertson  
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**Saugeen Valley CA**

R.R. #1

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Formosa ON N0G 1W0

Jennifer Stephens

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**Sault Ste. Marie Region CA**

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Corrina Barrett

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**St. Clair Region CA**

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**Toronto and Region CA**

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John MacKenzie

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**Upper Thames River CA**

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Tracey Annett

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**Ministry of Natural  
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**Ministère des Richesses  
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Tél.: 416 314-2301



December 28, 2022

**TO:** Conservation authorities as listed in the Attachment A “Minister’s Direction to Not Change Fees”

**SUBJECT:** Minister’s direction for conservation authorities regarding fee changes associated with planning, development and permitting fees

---

In support of Ontario’s Housing Supply Action Plan: 2022-2023, the province made a series of legislative changes through the *More Homes Built Faster Act, 2022* (Bill 23) to help achieve the goal of building 1.5 million homes over the next 10 years. These changes accelerate housing development approvals while continuing to protect Ontario families, communities, and critical resources. A number of these changes affect conservation authorities and are intended to support faster and less costly approvals, streamline conservation authority processes, and help make land suitable for housing available for development.

To this end, pursuant to subsection 21.3 (1) of the *Conservation Authorities Act*, which is in effect January 1, 2023, I am issuing a Minister’s Direction (“Direction”), attached to this letter as Attachment “A”. Subsection 21.3 (1) provides that the “Minister may give a written direction to an authority directing it not to change the amount of any fee it charges under subsection 21.2 (10), in respect of a program or service set out in the list referred to in subsection 21.2 (2), for the period specified in the direction.”

The purpose of this Direction, which is effective from January 1, 2023 to December 31, 2023, is to require 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. For greater certainty, the “Prescribed Acts – subsections 21.1.1 (1.1) and 21.1.2 (1.1) of the Act” regulation (O. Reg. 596/22), effective January 1, 2023, prohibits a CA from providing a municipal (Category 2) or other (Category 3) program or service related to reviewing and commenting on a proposal, application, or other matter

made under prescribed Acts. This regulation therefore precludes the charging of a fee by a conservation authority for these specific programs or services provided under subsections 21.1.1 (1) or 21.1.2 (1.1) of the *Conservation Authorities Act*.

The conservation authorities listed in Appendix A of the Direction are encouraged to make the Direction publicly available on the Governance section of their websites.

Pursuant to subsection 21.2 (3) of the Act, I am also re-distributing the Minister's list of classes and programs and services in respect of which conservation authorities may charge a fee along with this Direction, with editorial changes to reflect the recent legislative and regulatory changes.

If you have any questions, please contact Jennifer Keyes, Director, Resources Planning and Development Policy Branch, at [Jennifer.Keyes@ontario.ca](mailto:Jennifer.Keyes@ontario.ca) or 705-761-4831.

If it is in the public interest to do so, I will provide further direction or clarification at a later date related to the matters set out in this Direction.

Sincerely,



The Honourable Graydon Smith  
Minister of Natural Resources and Forestry

c: The Honourable Steve Clark, Minister of Municipal Affairs and Housing  
The Honourable David Piccini, Minister of the Environment, Conservation and Parks



**Minister’s Direction Issued Pursuant to Section 21.3 of the *Conservation Authorities Act*  
(this “Direction”)**

**WHEREAS** section 21.2 of the *Conservation Authorities Act*, in effect on January 1, 2023, permits a Conservation Authority to charge a fee for a program or service if the program or service is included in the Minister’s list of classes of programs and services in respect of which a Conservation Authority may charge a fee;

**AND WHEREAS** subsections 21.2 (6) and 21.2 (7) of the *Conservation Authorities Act* provide that a Conservation Authority shall adopt a written fee policy that includes a fee schedule listing the programs and services that it provides in respect of which it charges a fee, and the amount of the fee charged for each program or service or the manner in which the fee is determined (a “**Fee Schedule**”);

**AND WHEREAS** subsection 21.2 (10) of the *Conservation Authorities Act* provides that a Conservation Authority may make a change to the list of fees set out in the fee schedule or to the amount of any fee or the manner in which a fee is determined, provided the authority shall give notice of the proposed change to the public in a manner it considers appropriate;

**AND WHEREAS** section 21.3 of the *Conservation Authorities Act* provides the Minister with the authority to give a written direction to an authority directing it not to change the amount of any fee it charges under subsection 21.2 (10), in respect of a program or service set out in the list referred to in subsection 21.2 (2), for the period specified in the direction;

**NOW THEREFORE** pursuant to the authority of the Minister of Natural Resources and Forestry under section 21.3, the Conservation Authorities set out under Appendix “A” of this Direction (the “**Conservation Authorities**” or each, a “**Conservation Authority**”) are hereby directed as follows:

**Fee Changes Prohibition**

1. Commencing on the Effective Date and for the duration of the Term of this Direction, a Conservation Authority is prohibited from making a change under subsection 21.2 (10) of the *Conservation Authorities Act* to the amount of any fee or the manner in which a fee is determined in its fee schedule if such a change would have the effect of changing the fee amount for the programs and services described in paragraphs 2 and 3 of this Direction.

**Program and Service Fees Impacted**

2. This Direction applies to any fee set out in the Fee Schedule of a Conservation Authority, including without limitation fees for any mandatory program or service (Category 1), municipal program or service (Category 2), or Conservation Authority recommended program or service (Category 3) related to reviewing and commenting on

planning and development related proposals, applications, or land use planning policies, or for Conservation Authority permitting.

3. For greater certainty, this Direction applies to any fees in respect of the following programs or services provided under the Mandatory Programs and Services regulation ([O. Reg. 686/21](#)):
  - a. Section 6: programs and services related to reviewing applications and proposals under the *Aggregate Resources Act*, *Drainage Act*, *Environmental Assessment Act*, and the *Niagara Escarpment Planning and Development Act*, for the purpose of commenting on the risks related to natural hazards arising from the proposal,
  - b. Section 7: programs and services related to ensuring that decisions under the *Planning Act* are consistent with the natural hazards policies in the policy statements issued under section 3 of the *Planning Act* and are in conformance with any natural hazard policies included in a provincial plan as defined in section 1 of that Act,
  - c. Section 8: programs and services related to Conservation Authority duties, functions, and responsibilities to administer and enforce section 28 and its regulations, section 28.0.1, and section 30.1 of the *Conservation Authorities Act*,
  - d. Paragraph 4 of subsection 13 (3): programs and services related to reviewing and commenting on any proposal made under another Act for the purpose of determining whether the proposal relates to a significant drinking water threat or may impact any drinking water sources protected by a source protection plan, and
  - e. Subparagraph 4 iv of section 15: programs and services related to reviewing and commenting on proposals made under other Acts for the purpose of determining the proposal's impact on the Lake Simcoe Protection Plan and the Lake Simcoe watershed.

### **Application**

4. This Direction, applies to all Conservation Authorities in Ontario, listed in Appendix "A" to this Direction.
5. For greater certainty, this Direction also applies to the Conservation Authorities listed in Appendix "A" to this Direction when such Conservation Authorities are meeting as a source protection authority under the *Clean Water Act, 2006*.

### **Effective Date and Term**

6. This Direction is effective from January 1, 2023 (the "**Effective Date**").
7. The term of this Direction is the period from the Effective Date to December 31, 2023 (the "**Term**").

**Amendments**

8. This Direction may be amended in writing from time to time at the sole discretion of the Minister.

**HIS MAJESTY THE KING IN RIGHT OF ONTARIO  
as represented by the  
Minister of Natural Resources and Forestry**



The Honourable Graydon Smith  
Minister of Natural Resources and Forestry  
December 28, 2022

## APPENDIX A

### LIST OF CONSERVATION AUTHORITIES TO WHICH THE DIRECTION APPLIES

#### **Ausable Bayfield CA**

R.R. #3  
71108 Morrison Line  
Exeter ON N0M 1S5  
Brian Horner  
bhorner@abca.on.ca

#### **Cataraqui Region CA**

Box 160  
1641 Perth Road  
Glenburnie ON K0H 1S0  
Katrina Furlanetto  
kfurlanetto@crca.ca

#### **Catfish Creek CA**

R.R. #5  
8079 Springwater Road  
Aylmer ON N5H 2R4  
Dusty Underhill  
generalmanager@catfishcreek.ca

#### **Central Lake Ontario CA**

100 Whiting Avenue  
Oshawa ON L1H 3T3  
Chris Darling  
cdarling@cloca.com

#### **Credit Valley CA**

1255 Old Derry Rd  
Mississauga ON L5N 6R4  
Quentin Hanchard  
quentin.hancard@cvc.ca

#### **Crowe Valley CA**

Box 416  
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Marmora ON K0K 2M0  
Tim Pidduck  
tim.pidduck@crowevalley.com

#### **Essex Region CA**

Suite 311  
360 Fairview Ave West  
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Tim Byrne  
[tbyrne@erca.org](mailto:tbyrne@erca.org)

**Ganaraska Region CA**

Box 328  
2216 County Road 28  
Port Hope ON L1A 3V8  
Linda Laliberte  
[llaliberte@grca.on.ca](mailto:llaliberte@grca.on.ca)

**Grand River CA**

Box 729  
400 Clyde Road  
Cambridge ON N1R 5W6  
Samantha Lawson  
[slawson@grandriver.ca](mailto:slawson@grandriver.ca)

**Grey Sauble CA**

R.R. #4  
237897 Inglis Falls Road  
Owen Sound ON N4K 5N6  
Tim Lanthier  
[t.lanthier@greysauble.on.ca](mailto:t.lanthier@greysauble.on.ca)

**Halton Region CA**

2596 Britannia Road West  
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Hassaan Basit  
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**Hamilton Region CA**

P.O. Box 81067  
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Lisa Burnside  
[lisa.burnside@conservationhamilton.ca](mailto:lisa.burnside@conservationhamilton.ca)

**Kawartha Region CA**

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Mark Majchrowski  
mmajchrowski@kawarthaconservation.com

**Kettle Creek CA**

R.R. #8  
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St. Thomas ON N5P 3T3  
Elizabeth VanHooren  
elizabeth@kettlecreekconservation.on.ca

**Lake Simcoe Region CA**

Box 282  
120 Bayview Parkway  
Newmarket ON L3Y 3W3  
Rob Baldwin  
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**Lakehead Region CA**

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**Ministry of Natural  
Resources and Forestry**

Office of the Minister

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93-2023-1094

December 13, 2023

Tracy Annett  
General Manager / Secretary-Treasurer  
Upper Thames River Conservation Authority  
[annett@thamesriver.on.ca](mailto:annett@thamesriver.on.ca)

Dear Tracy Annett,

Thank you for your application on behalf of the Upper Thames River Conservation Authority (UTRCA) seeking an extension of time beyond the January 1, 2024 transition date for the purposes of subsections 25 (1.3) and 27 (1.3) of the *Conservation Authorities Act* (CAA), to meet the transition requirements outlined in Ontario Regulation 687/21: Transition Plans and Agreements under the CAA (O. Reg. 687/21).

After careful consideration, I am satisfied that your application demonstrates that additional time is required to conclude a cost apportioning agreement for a program or service that will be provided beyond January 1, 2024 pursuant to subparagraph 10 (1) 2 (i) of O. Reg. 687/21. I am therefore granting the UTRCA an extension until March 31, 2024 to meet its transition requirements.

If there are questions about this extension, please feel welcome to reach out to the Conservation Authorities Unit at [ca.office@ontario.ca](mailto:ca.office@ontario.ca).

Sincerely,

A handwritten signature in black ink, appearing to read "Graydon Smith".

The Honourable Graydon Smith  
Minister of Natural Resources and Forestry

c: Conservation Authority Office (via [ca.office@ontario.ca](mailto:ca.office@ontario.ca))

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**To: UTRCA Board of Directors**  
**From: Chris Tasker**  
**Date: January 18, 2024**  
**File Number: BoD-01-24-01**  
**Agenda #: 6.1**  
**Subject: Embro Environmental Assessment**

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## Recommendation

It is recommended that the Board endorses the EA study and approves proceeding with final posting of the Class Environmental Assessment.

## Background

An update on the project was provided to the board during February 2023. Unfortunately, the meeting with council followed the discussion at our board. At that meeting, Council asked for further clarification on costs before endorsing the study. As a result, UTRCA staff developed an implementation plan for the preferred alternative. In general terms this is the approach utilized with Hodges Pond restoration efforts.

In addition to this, the following work has been completed and incorporated in the project file:

- Community Liaison Committee (CLC) was established, consisting of one representative from each of the following groups: Embro Pond Association, Zorra Heritage Committee, Ducks Unlimited Canada, and Township of Zorra. Oneida Nation of the Thames were invited to participate in the CLC. Although they have not participated in meetings, they have been sent circulations regarding the CLC meetings, and project updates. Two meetings with the CLC were held during September 2023 and November 2023.
- Along with the project implementation plan, UTRCA staff developed a cost estimate for the preferred alternative (i.e. alternative #4: remove dam, establish natural channel and construct one or more offline ponds/ wetland).
- The UTRCA updated information on the natural environment and potential impacts and mitigation measures.

## Discussion

UTRCA staff requested a delegation to Zorra Township Council, for their January 17, 2024 meeting. UTRCA staff requested the Council to endorse the Environmental Assessment Study for the Embro Dam. Matrix Solutions Inc. (consultant) provided a presentation regarding the study, focusing on various alternative solutions, project implementation plan, and the cost of implementation. The consultant will deliver a nearly identical presentation to the UTRCA Board of Directors at their January 30, 2024 meeting.

As requested, Council endorsed the Environmental Assessment Study. Their resolution also requests that UTRCA provide a follow-up presentation to council during Fall of 2025, after year 1 of the implementation plan has been undertaken, with further detail regarding costs and funding potential.

Although the Environmental Assessment study has been updated since it was last presented to the UTCRA Board in February 2023, the updated information did not change the outcome of the study. Hence, the preferred alternative remains unchanged from when the Board last considered the EA and recommended it be posted. Given the updated information and Zorra council's recent endorsement, it seems appropriate that the board considers a motion to endorse the study and proceed with final posting.

**Recommended by:**

Chris Tasker, Manager, Water and Information Systems

**Prepared by:**

Sarbjit Singh, Water Control Structures Technologist

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**To: UTRCA Board of Directors**  
**From: Tracy Annett, General Manager**  
**Date: January 22, 2024**  
**File Number: BoD-01-24-02**  
**Agenda #: 6.2**  
**Subject: UTRCA Asset Management Planning**

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## Recommendation

That the Board of Directors approve the UTRCA Asset Management Policy, January 2024, as attached.

## Background

The Ministry of Infrastructure defines asset management planning as the process of making the best possible decisions regarding the building, operating, maintaining, renewing, replacing, and disposing of assets.

Although asset management planning is not yet a legislated requirement for conservation authorities, member municipalities are encouraging UTRCA to undertake comprehensive asset management planning. Such a program helps ensure the long-term maintenance of assets and recognizes the value they create. Watershed municipalities will be better assured that their investment in UTRCA lands, facilities, and infrastructure is protected and that residents continue to benefit from our programs and services.

As a service provider and owner/operator of public facilities and lands, UTRCA's asset portfolio warrants a strategic and comprehensive asset management program. The Authority owns and manages a wide range of assets that are critical to protecting life and property and contribute to quality of life, from erosion protection works and flood control infrastructure to conservation and natural areas, fleet, and LEED certified facilities. There is also an opportunity for UTRCA to demonstrate leadership in the emerging requirement for green infrastructure to be included in municipal asset management. Built forms of green infrastructure can increase the resilience of natural green infrastructure and extend the life of many types of traditional infrastructure under stress from extreme weather events. In addition to working with partners to protect the natural green systems in our watersheds, UTRCA strives to incorporate built green infrastructure into its own facilities and promotes incorporating it into proposed and existing communities.

In addition, recent regulations made under the Conservation Authorities Act (O.Reg 686/21) require the UTRCA to complete asset management plans for our water and erosion control infrastructure by the end of 2024.

This report addresses asset management planning from a broad perspective encompassing all UTRCA's assets, including the water and erosion control infrastructure.

## **UTRCA's Starting Point**

The sound management of UTRCA assets is critical to the sustainability of the organization's operations and corporate integrity. These assets largely constitute or support a natural landscape and manage dynamic natural systems, but also include buildings, equipment, and technology, as well as in-ground and above-ground infrastructure systems. Many UTRCA assets are particularly subject to wear and tear due to high levels of use by the growing population and increasing demand for natural spaces. Such pressure is compounded by more frequent severe extreme weather events due to the changing climate, which can cause considerable damage and the need for costly remediation. Furthermore, capital costs continue to rise.

Asset management planning is not exclusively about managing assets. While UTRCA has been managing assets for many decades, we have not undertaken organizational asset management planning which includes risk assessments. While limited legislation and policy guidance was available when developing the UTRCA Asset Management Policy, it is informed by emerging provincial directions, the asset management work of our member municipalities, UTRCA's corporate strategies, policies, and objectives, as well as decades of hands-on managing assets for the betterment of watershed communities, both human and natural.

Several UTRCA staff completed 18 months of asset management training through PEMAC (the Asset Management Association of Canada) and have developed the draft Asset Management Policy attached to this report. They have also reviewed the asset management policies and plans of other related organizations. Asset management planning is a mature practice and there is extensive information available from the broader management sector and from other Conservation Authorities.

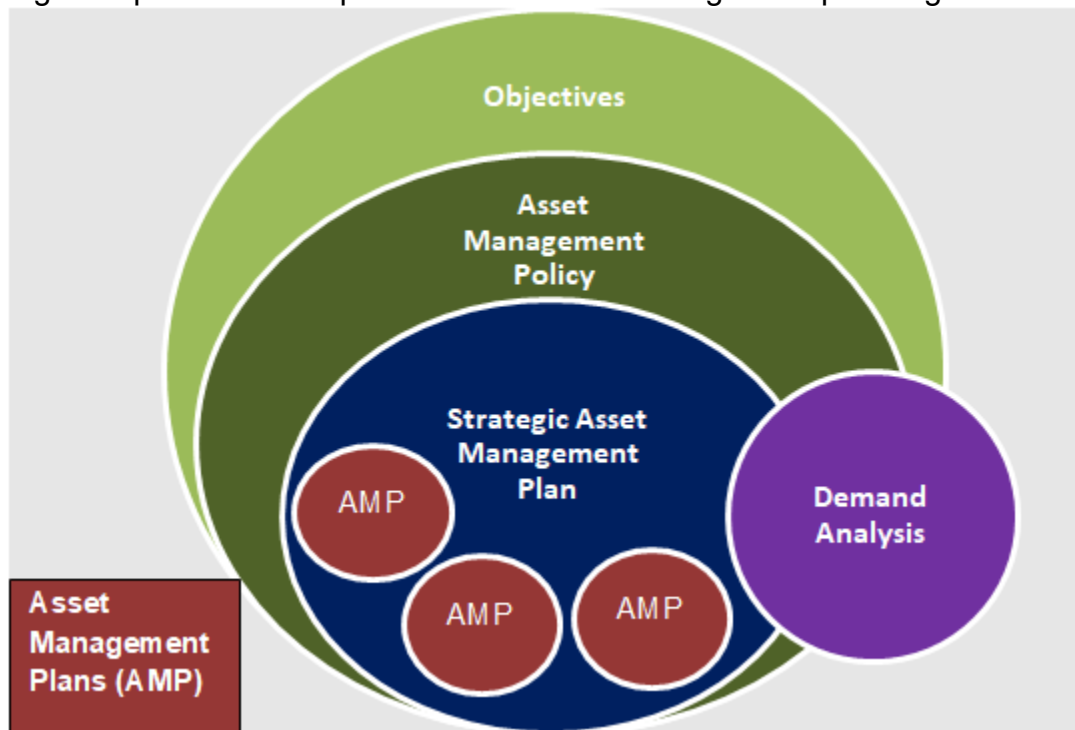
## **What is Asset Management Planning?**

While there is limited regulatory and procedural guidance directed to conservation authorities for asset management beyond Public Sector Accounting Board standards, the resources available to municipalities are a useful starting point.

The Ontario government has mandated that municipalities establish asset management plans to ensure their eligibility for infrastructure funding. Launched in 2012, the Municipal Infrastructure Strategy requires municipalities requesting infrastructure funding to prioritize their needs by showing how projects fit within an asset management plan. To help municipalities prepare plans, the province released *Building Together: A Guide for Municipal Asset Management Plans* (Building Together) as part of an online asset management toolkit. Building Together emphasizes that asset management takes a long-term perspective to maximize benefits and help recognize when to make timely investments that align with other objectives and conserve resources.



Figure 1 provides a simplified view of asset management planning.



**Figure 1: Asset management planning links the organization’s objectives to every aspect of managing specific assets.**

Asset management is grounded in the organization’s objectives and is the realization of value from assets, establishing a clear link from the objectives to even the smallest degree of choice in how assets are managed.

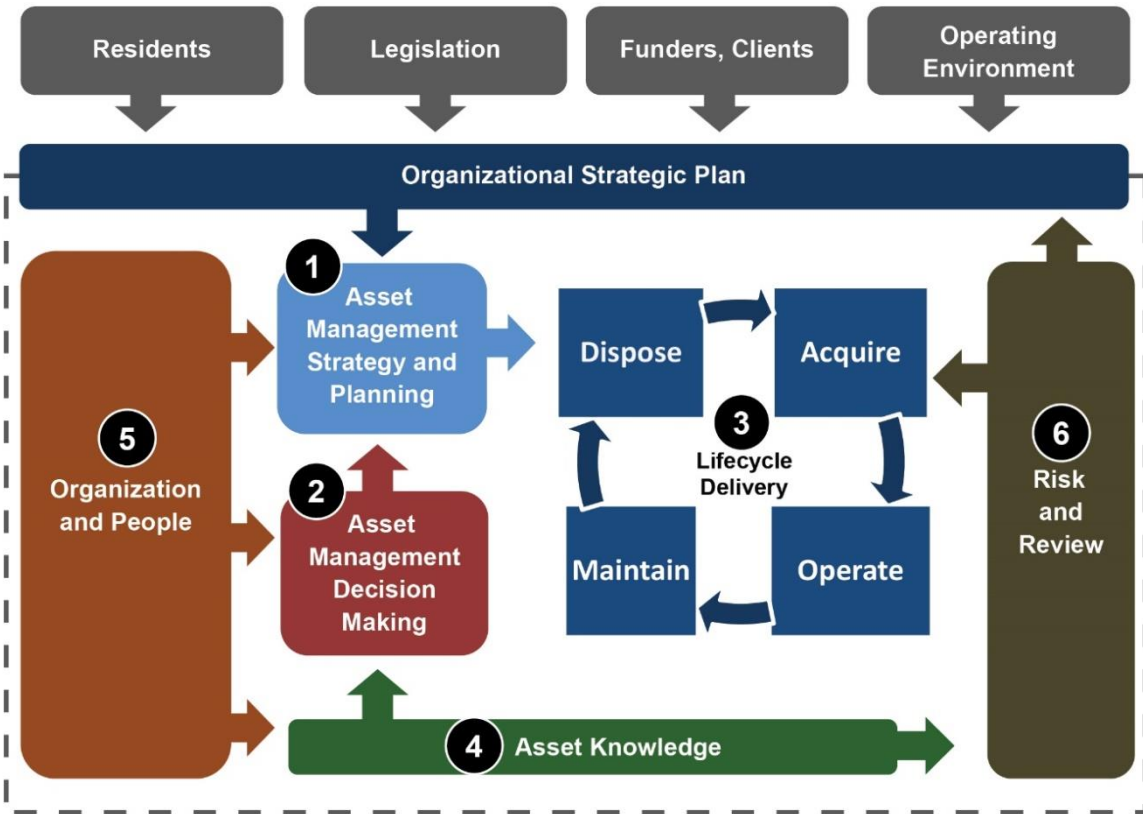
An Asset Management Policy sets out the principles that guide the realization of value, in line with the organization’s objectives.

An Asset Management Strategy describes the processes for realizing the value of those assets.

Demand analysis is the process used to help accurately forecast future demand for the product or service and to translate this demand into a required output, which is incorporated in the strategy.

### **Asset Management Planning Framework**

Figure 2 presents a commonly accepted framework of asset management planning (source: Institute of Asset Management), modified to reflect UTRCA’s non-profit environment. The framework identifies six key groups of activities and shows how they are linked to each other. The organizational strategic plan feeds into asset management planning, helping to ensure that our partners can inform decisions around service levels, decision-making processes, asset information and experience, risk analysis, and the organization’s people – who must be prepared to learn and adapt as asset management planning proceeds.



**Figure 2. Asset management framework**

The six activity groups in the framework include the following topics or activities.

Activity Group	Topics/Activities
<b>Group 1 – Asset Management Strategy and Planning</b>	<ol style="list-style-type: none"> <li>1. Asset management policy</li> <li>2. Asset management strategy and objectives</li> <li>3. Demand analysis</li> <li>4. Strategic planning</li> <li>5. Asset management planning</li> </ol>
<b>Group 2 – Asset Management Decision-making</b>	<ol style="list-style-type: none"> <li>1. Capital investment decision-making</li> <li>2. Operations and maintenance decision-making</li> <li>3. Lifecycle value realization</li> <li>4. Resourcing and funding strategy</li> <li>5. Business continuity strategy (including Emergency Planning)</li> </ol>
<b>Group 3 – Lifecycle Delivery</b>	<ol style="list-style-type: none"> <li>1. Technical standards and legislation</li> <li>2. Asset creation and acquisition</li> <li>3. Maintenance activities delivery</li> <li>4. Asset operations</li> <li>5. Resource management</li> </ol>

Activity Group	Topics/Activities
	<ol style="list-style-type: none"> <li>6. Business continuity management</li> <li>7. Asset decommissioning and disposal</li> </ol>
<b>Group 4 – Asset Information</b>	<ol style="list-style-type: none"> <li>1. Asset information management strategy</li> <li>2. Asset information standards</li> <li>3. Asset information systems</li> <li>4. Data and information management (including lands)</li> </ol>
<b>Group 5 – Organization and People</b>	<ol style="list-style-type: none"> <li>1. Asset management leadership</li> <li>2. Organizational structure</li> <li>3. Organizational culture</li> <li>4. Competence management</li> <li>5. Procurement and supply management</li> </ol>
<b>Group 6 – Risk and Review</b>	<ol style="list-style-type: none"> <li>1. Risk assessment and management</li> <li>2. Contingency planning</li> <li>3. Sustainable development</li> <li>4. Management of change</li> <li>5. Asset performance and health monitoring</li> <li>6. Asset management system monitoring</li> <li>7. Management review, audit, and assurance</li> <li>8. Asset costing and valuation</li> <li>9. Stakeholder engagement</li> </ol>

The highly integrated nature of organizational asset management planning is the impetus for creating a cross-functional team to undertake this work. Different staff teams will work on the various activity groups, whose composition, time commitment, and duration will vary depending on the activity's nature.

As an example, the Asset Management Decision-making activity group will initially review how we currently make decisions, who makes them, why, and what guides those decisions. Completing capital investment decision-making, the first activity within this group, may take several months and multiple team meetings to develop a procedure for making those types of decisions. It must be an agreed, practical set of guidelines which need to be linked to other activities underway. The next activity listed, operations and maintenance decision-making, must dove-tail with it but may involve a different staff team member. It is conceivable that the Risk and Review activity group will impact how capital investment decision-making is undertaken so it needs to be concurrently addressed.

Some activities are already underway but may need to be amended to better support other activities. For example, staff have already been preparing land inventories, which are needed for the Asset Information activity group.

Asset management planning will be iterative and evolving for years to come, particularly considering very few UTRCA staff members are experienced in this management approach. It is a living, long-term, and persistent function that will provide many organizational benefits over time.

## **Next Step: Asset Management Strategy**

UTRCA will develop an Asset Management Strategy to guide the development, implementation, and maintenance of individual asset management plans. The strategy will outline the expectations and objectives of our asset management system, in alignment with our organizational objectives. It will provide a roadmap for effectively managing and optimizing UTRCA's assets, which include physical assets such as land, infrastructure, equipment, and facilities, as well as intangible assets including intellectual property and data.

Specifically, the strategy will:

1. Outline long term asset management goals, processes, and steps to deliver optimized life cycle costing and priority setting for assets;
2. Identify key initiatives that support the delivery of the Asset Management Policy;
3. Establish a work plan, responsibilities, and schedule for:
  - a. preparing and updating asset management plans;
  - b. identifying service levels and reporting on State of Good Repair;
  - c. asset performance and work related to asset management;
  - d. regularly reviewing and updating the policy, strategy, and asset management plans so that this planning effort effectively becomes a continuous Plan/Do/Check/Act cycle.

## **Organizational Responsibilities**

Asset management governance is a foundational element that will help define the organizational responsibilities required to deliver UTRCA's asset management program. It provides guidance on the development of asset management tools and processes, and oversight on their application across the organization. We must ensure informed decision-making and delegation of responsibilities at all levels of the organization as it pertains to asset management. The following roles are outlined and include high-level responsibilities associated to each:

1. UTRCA Board of Directors
  - Approves the Asset Management Policy, Asset Management Strategy, and various Asset Management Plans
  - Approves asset funding through the annual budget
2. Senior Management Team
  - Responsible for defining UTRCA strategic objectives and aligning them with vision and mission
  - Involved in budgeting process and allocation of resources to the UTRCA asset management program

- Responsible for overall UTRCA asset management performance through monitoring and policy guidance
  - Ensure staff is adequately trained in asset management work planning
  - Ensure asset management program adheres to policy and principles
  - Defines, supports, and coordinates staff involvement in asset management planning and implementation
  - Centralizes asset management documentation
3. Asset and Risk Management Administrator
- Responsible for the coordination of UTRCA asset management team planning efforts and delivery
  - Responsible for the delivery of UTRCA asset management implementation
4. Asset Management Team (Staff leads for 6 Activity Groups)
- Provides a forum across UTRCA divisions and units for discussion of asset management strategy, integration, and best practices
  - Leads the development of corporate asset management tools and practices and promotes their application across the organization
  - Monitors application of the Asset Management Policy and Strategy
  - Makes recommendations with respect to implementation of asset management planning
5. Asset Managers
- Subject matter experts that champion the management of a specific type or group of assets (either individual assets or categories of assets) such as fleet, IT, lands and natural areas, water and erosion control structures and buildings and infrastructure. While all UTRCA staff are responsible for the management of our assets, asset managers are staff that are designated leads for groups of assets and specifically work to:
    - Gather and provide input into preparing and implementing asset management plans
    - Liaise with the Asset Management Team and Asset on the strategy, integration, and best practices
    - Implement the Asset Management Strategy
6. UTRCA Finance
- Provide financial guidance in the asset management efforts of the Asset Management Team, Managers, and others
  - Conducts analysis and assists in financing arrangements for assets
  - Ensures plans can be translated into budgets

Through collaboration of the above noted asset management roles, the UTRCA can ensure effective asset management that aligns with organizational objectives to realize value.

## **Summary**

Asset management is a commitment that will focus on optimizing the performance and value of UTRCA's assets over the long term. The implementation of asset management at the UTRCA will lead to organizational efficiencies, financial stability and long-term cost savings. It will improve compliance and result in better decision-making that ultimately contributes to the UTRCA's overall success and sustainability. Through the management of UTRCA's assets, risks and opportunities, these practices will contribute to building a more sustainable and resilient financial system while aligning our strategic objectives with broader watershed targets and environmental goals.

### **Prepared by:**

Christine Saracino, Finance Supervisor

Brent Verscheure, Manager of Lands, Facilities and Conservation Areas

### **Recommended by:**

Tracy Annett, General Manager

# UTRCA Asset Management Policy (Draft)

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## Purpose

The purpose of this policy is to establish an organization-wide asset management framework that directs and enables coordinated and sustainable asset management practices at the UTRCA.

## Authority

This policy is provided based on UTRCA's strategic objectives and powers under the Conservation Authorities Act and UTRCA's environmental, social and economic responsibilities to its member municipalities, and the broader public, to effectively manage its assets. The policy is approved by the board. On the advice of staff, the board may accept, revise or revoke the policy.

## Scope

This policy applies to assets owned or managed by UTRCA, which have a material impact on UTRCA's capital and operating budgets.

The scope of the direction to staff as provided in this Asset Management Policy includes requirements to:

1. Inventory assets and assess their condition;
2. monitor, evaluate and report on the performance of assets;
3. set maintenance standards for assets;
4. manage assets with a life cycle cost perspective, while meeting program requirements and user expectations;
5. address risk to public safety and UTRCA lands/properties, as applicable under risk guidelines to be developed;
6. prioritize the choices that must be made for the acquisition, development, use, maintenance, replacement, retirement and disposal of assets;
7. plan for sustainable, long-term funding to rehabilitate, replace or dispose of assets;
8. ensure compliance with applicable codes, by-laws and legislative requirements.

## Asset Management Principles

UTRCA will manage assets to:

1. Support UTRCA's Strategic Plan objectives;
2. Optimize the total life cycle and the associated costs of assets;
3. Seek opportunities to demonstrate the benefits of green infrastructure such as increasing asset resilience to climate change;
4. Seek opportunities to incorporate green technologies;
5. Maintain high quality levels of client and customer service;
6. Define and articulate desired service, maintenance and replacement levels and outcomes;

7. Identify and address risk associated with assets;
8. Integrate financial, technical and business planning;
9. Actively promote asset management culture and learning about asset planning across the organization;
10. Facilitate collaboration with stakeholders and other interested parties, where appropriate;
11. Demonstrate transparency and accountability;
12. Promote accessibility for persons with disabilities, where applicable;
13. Comply with all applicable legislation, policies, regulations, memorandums of understanding and agreements;
14. Demonstrate senior management commitment to continuous improvement;
15. Continually improve UTRCA's asset management approach by driving innovation in the development of tools, practices, and solutions.

## **Review Process**

This policy is to be reviewed no less than every third year. More frequent revisions may be anticipated earlier in the life of this policy.

Detailed documents relating to this policy (eg. Asset Management Strategy and individual AM plans) are to be reviewed every second year at a maximum.



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**To: UTRCA Board of Directors**  
**From: Brent Verscheure, Manager, Lands, Facilities and Conservation Areas**  
**Jenna Allain, Manager, Environmental Planning and Regulations**  
**Date: January 11, 2024**  
**File Number: BoD-01-24-03**  
**Agenda #: 6.3**  
**Subject: Provincial Offences Act Officer Designation for Nathan Robinson and Richard Brewer**

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## Recommendation

That the Board of Directors designate Nathan Robinson as a Provincial Offences Act Officer pursuant to Section 29 of the *Conservation Authorities Act* for the purpose of enforcing the Trespass to Property Act and Ontario Regulation 688/21 on Upper Thames River Conservation Authority (UTRCA) property, as a requirement of the position of Assistant Superintendent, and further,

That the Board of Directors designate Richard Brewer as Provincial Offences Act Officers pursuant to Section 28 of the *Conservation Authorities Act* for the purpose of administering and enforcing Ontario Regulation 157/06, Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation.

## Background

The Board of Directors appoints as Provincial Offences Act (POA) Officers those full-time staff whose responsibilities include performing regulatory enforcement duties associated with Rules and Conduct in Conservation Areas, Ontario Regulation 688/21 and Regulation of Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Ontario Regulation 157/06 made under the *Conservation Authorities Act*. Prior to the appointment, the individual being considered must provide proof of a clear criminal record (immediately prior to the appointment) as well as proof of prior enforcement officer training.

Nathan Robinson is a graduate of Sault Colleges Fish and Wildlife Program. He was employed with Ontario Parks as a Park Ranger as well as a Park Warden in the area of Hearst, Ontario. Nathan received training through Ontario Parks for his Park Warden Certification in 2021 and completed annual refresher training as recently as June 2023. Nathan started his current position at Wildwood Conservation Area as an Assistant Superintendent in November 2023.

Comparing the current syllabus for the Level 1 Conservation Authority Compliance training alongside the Certificate of Completion and training requirements required for the provincially recognized Park Warden Training program shows significant overlap in compliance and use of force training.

Based on Nathan's education, previous employment experiences and provincial training status and certification, staff would like to welcome Nathan as an asset and addition to the UTRCA POA team, with Board approval.

Richard Brewer completed his Bachelor of Social Science Environmental Management Degree and a Bachelor of Social Science Honours in Geography and Environmental Management, from the University of Natal in South Africa. Richard also holds a Post-Grad certificate in Geographical Information Systems from Fanshawe College. He began his career with the UTRCA in 2013 as a Tree Planter with the forestry unit. Since 2013, he has held various roles with the UTRCA including Fleet and Facilities Technican, Park Operations Technican (Fanshawe Conservation Area), Land Management and Spatial Data Assistant, and most recently as Land Management Technician (London Environmentally Significant Areas). Richard completed the Level 1 Conservation Authority Compliance training in February 2023, and was previously appointed by the Board in March 2023 as a Provincial Offences Act Officer responsible for regulatory enforcement duties associated with Section 29 of the *Conservation Authorities Act (Trespass to Property Act)*.

In November of 2023 Richard accepted the position of Regulations Assistant with the Environmental Planning and Regulations Unit where he is supporting our Regulations Team in all areas of our watershed except for the City of London. In Richard's new role, he will now be responsible to administer and enforce *Ontario Regulation 157/06, Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation* pursuant to Section 28 of the *Conservation Authorities Act*. This designation will clarify that he is also able to administer Section 28 of the *Conservation Authorities Act*.

**Prepared by:**

Damian Schofield, Conservation Areas Coordinator

**Recommended by:**

Brent Verscheure, Manager, Lands, Facilities and Conservation Areas  
Jenna Allain, Manager, Environmental Planning and Regulations

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**To: UTRCA Board of Directors**  
**From: Jenna Allain, Manager, Environmental Planning and Regulations**  
**Date: January 18, 2024**  
**File Number: BoD-01-24-06**  
**Agenda Number: 8.1**  
**Subject: Administration and Enforcement – Section 28 Status Report –  
Development, Interference with Wetlands and Alterations to Shorelines and  
Watercourses Regulation (O.Reg.157/06)**

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## 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 the Conservation Authority's *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation* (Ontario Regulation 157/06 made pursuant to Section 28 of the Conservation Authorities Act). The table covers permits issued between November 1, 2023 and December 31, 2023.

In total, 235 permit numbers were assigned in 2023 with 200 of those permits issued before December 31<sup>st</sup>. A further fifteen permits were issued in 2023 where the permit number was assigned in 2022, and one permit was issued in 2023 where the permit number was assigned in 2021. This brings the total number of permits issued in 2023 to 216. Twenty-five permit extensions were issued in 2023, and 17 notices of violations were sent, where works were undertaken within UTRCA regulated areas, without Section 28 approvals. During the months of November and December, UTRCA Regulations staff issued 28 clearances for regulated properties where proposed development was reviewed and determined not to require a Section 28 permit. The total number of clearances issued in 2023 was 256.

Information about permits in progress has been provided in the table below in a tally format. As noted above, 235 permit numbers were assigned in 2023, with 200 of those permits having been issued by December 31<sup>st</sup>. Five permits were cancelled, and a further five permits have been issued in January 2024 where the permit number was assigned in 2023 (these permits will be reported on during the next monthly Section 28 report). This leaves 25 permit applications that are currently in progress. We also have one additional permit application from 2022 that is still in progress. In total, we have 26 permits in progress which have been split out by municipality and application type in the table below.

**Table 1. Permits in Progress Tally**

<b>Municipality</b>	<b>Major</b>	<b>Minor</b>	<b>Routine</b>	<b>Total</b>
Township of Blandford-Blenheim	0	0	0	0
Township of East-Zorra Tavistock	0	0	1	1
Town of Ingersoll	1	0	0	1
City of London	2	7	0	9
Township of Lucan-Biddulph	0	0	0	0
Municipality of Middlesex Centre	2	1	0	3
Municipality of North Perth	0	0	0	0
Township of Norwich	0	0	1	1
Township of Perth East	1	0	1	2
Township of Perth South	0	0	0	0
Town of St. Marys	0	0	1	1
City of Stratford	0	0	1	1
Municipality of South Huron	0	0	0	0
Township of South-West Oxford	1	0	0	1
Municipality of Thames Centre	1	0	0	1
Municipality of West Perth	0	0	0	0
City of Woodstock	2	1	1	4
Township of Zorra	1	0	0	1
<b>TOTAL</b>	<b>11</b>	<b>9</b>	<b>6</b>	<b>26</b>

**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  
 Karen Winfield, Planning and Regulations Resource Specialist

Section 28 Status Report – Summary of Applications for 2023  
Development, Interference with Wetlands and Alterations to Shoreline and Watercourses Regulation Ontario Regulation 157/06

Report Date: November and December 2023

[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
207-23	St Marys	1 Veterans Circle	Minor	Development	Paving existing parking lot (replacement)	1-Nov-2023	10-Nov-2023	1-Dec-2023	14-Nov-2023	YES	Dafoe
202-23	Perth East	Branch E of the Diehl Drain	Routine	Municipal Drain	Drain Maintenance	13-Nov-2023	13-Nov-2023	27-Nov-2023	21-Nov-2023	YES	Brewer
203-23	Perth East	Seip Drain	Routine	Municipal Drain	Drain Maintenance	13-Nov-2023	13-Nov-2023	27-Nov-2023	21-Nov-2023	YES	Brewer
204-23	Perth East	Centre Branch of the Centre Black Creek Drain	Routine	Municipal Drain	Drain Maintenance	13-Nov-2023	13-Nov-2023	27-Nov-2023	21-Nov-2023	YES	Brewer
210-23	North Perth	Hollantz Drain (North Perth)	Routine	Municipal Drain	Drain maintenance	15-Nov-2023	15-Nov-2023	29-Nov-2023	21-Nov-2023	YES	Brewer
89-23	London	Hamlyn Street	Minor	Utility Corridor	HDD for Enbridge Gas Pipeline	9-Nov-2023	23-Nov-2023	14-Dec-2023	23-Nov-2023	YES	Griffin
211-23	Middlesex Centre	7 Sir Robert Place	Minor	Development	Construction of a pool house and pool	24-Nov-2023	24-Nov-2023	15-Dec-2023	24-Nov-2023	YES	Ramsey

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
214-23	Middlesex Centre	21358 Burton Avenue	Minor	Utility Corridor	CH235.09 - Sun-Canadian Pipe Line Proposed Integrity Dig (Anomaly Investigation)	1-Nov-2023	24-Nov-2023	15-Dec-2023	28-Nov-2023	YES	Winfield
205-23	SW Oxford	Various Watercourse Crossings (Southwest Oxford-Clarke Rd, Curry Rd, Plank Line)	Major	Utility Corridor	Utility Crossings (HPDD - Fibre)	30-Oct-2023	21-Nov-2023	19-Dec-2023	29-Nov-2023	YES	Dafoe
195-23	Lucan-Biddulph	33933 Prospect Hill Road & 34002 Prospect Hill Road & 16376 Elginfield Road & Part Lot 24, Southern Boundary Concession	Routine	Alterations to Wetlands & Watercourses	Non-municipal drain, watercourse maintenance & drainage improvement project crossing four properties	23-Oct-2023	16-Nov-2023	30-Nov-2023	30-Nov-2023	YES	Winfield
218-23	Perth South	Beavers Drain	Routine	Municipal Drain	Drain Maintenance	30-Nov-2023	30-Nov-2023	14-Dec-2023	30-Nov-2023	YES	Brewer
200-23	London	120 Forward Ave	Minor	Development	Replacement Shed	3-Nov-2023	29-Nov-2023	20-Dec-2023	7-Dec-2023	YES	Funk
213-23	London	4 Edith Street	Major	Development	Interior Renovation, Rear Addition, Dormer Addition	9-Nov-2023	27-Nov-2023	25-Dec-2023	7-Dec-2023	YES	Griffin

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
220-23	Middlesex Centre	3110 Carriage Rd	Minor	Development	Single family dwelling replacement	11-Oct-2023	6-Dec-2023	27-Dec-2023	8-Dec-2023	YES	Ramsey
221-23	London	176 Mount Pleasant Ave	Major	Development	Interior Renovations, Rear Addition	21-Nov-2023	7-Dec-2023	4-Jan-2024	8-Dec-2023	YES	Griffin
222-23	London	129 Wharnccliffe Rd N	Major	Development	Interior Renovations, Rear Addition	22-Nov-2023	8-Dec-2023	5-Jan-2024	8-Dec-2023	YES	Griffin
188-23	London	33 Mayfair Drive	Major	Development	Construction of Addition to Existing Residence	25-Sep-2023	29-Nov-2023	27-Dec-2023	11-Dec-2023	YES	Schnaithmann
219-23	SW Oxford	Lot 21, Concession 6 (Prouse Rd.)	Minor	Municipal Project	Culvert replacement	14-Jun-2023	4-Dec-2023	25-Dec-2023	12-Dec-2023	YES	Dafoe
215-23	SW Oxford	Warren Drain	Routine	Municipal Drain	Drain Maintenance	23-Nov-2023	13-Dec-2023	27-Dec-2023	13-Dec-2023	YES	Brewer
224-23	Perth East	East Black Creek Drain	Routine	Municipal Drain	Drain Maintenance	24-Nov-2023	12-Dec-2023	26-Dec-2023	13-Dec-2023	YES	Brewer
201-23	Zorra	375536 37th Line	Minor	Development	Construction of new entrance, gravel pad, associated grading and landscaping	15-Jun-2023	8-Dec-2023	29-Dec-2023	14-Dec-2023	YES	Dafoe
194-23	Middlesex Centre	69 Atkinson Dr	Routine	Development	Rebuild of an existing retaining wall	21-Jul-2023	19-Oct-2023	2-Nov-2023	24-Oct-2023	YES	Ramsey
206-23	Thames Centre	23251 Nissouri Road	Major	Development	New septic and addition to an existing single family dwelling	16-Oct-2023	12-Dec-2023	9-Jan-2024	14-Dec-2023	YES	Ramsey
208-23	Woodstock	1491 Parkinson Rd (South Parcel)	Major	Development	Industrial Development	13-Nov-2023	7-Dec-2023	4-Jan-2024	15-Dec-2023	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
199-23	London	6294 Hamlyn Street	Minor	Development	Interior Renos, new covered deck & front porch	22-Oct-2023	18-Dec-2023	8-Jan-2024	18-Dec-2023	YES	Griffin
226-23	London	2300 Richmond Street North	Major	Complex	Development of Two Apartment Buildings, Associated Parking Areas, Amenity Space and Future City-Owned Multi-Use Pathway	2-Dec-2022	14-Dec-2023	11-Jan-2024	20-Dec-2023	YES	Schnaithmann
199-22	London	250 Springbank Drive	Major	Development	Development of Twin 15 Storey Residential Towers with Two Storey Element and Associated Parking Areas	01-Sep-22	24-Nov-23	22-Dec-23	21-Dec-23	YES	Schnaithmann
82-23	London	7098 Kilborne Road	Major	Complex	Servicing and Grading in Support of a Proposed 10 Lot Condominium Development	10-Feb-2022	14-Dec-2023	11-Jan-2024	21-Dec-2023	YES	Schnaithmann
234-23	Norwich	525089 Horn Road	Minor	Development	Culvert/Agricultural Crossing	18-Dec-2023	28-Dec-2023	18-Jan-2024	22-Dec-2023	YES	Dafoe



**To: UTRCA Board of Directors**  
**From: Tracy Annett**  
**Date: January 21, 2024**  
**File Number: BoD-01-24-07**  
**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 in order to identify project timelines and expected future reports.

## Discussion

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

As we start of a new year, completed items have been removed from the table below. Completed items include: Administrative By-Law update, and Barriers Position. Many of the items provided below are directed by legislative changes, either directly through O.Reg 686/21 or through updated regulations that impact our projects / policy direction (e.g. Section 28 regulations under the CAA). These projects will continue throughout 2024, regular updates will be provided.

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

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

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

#### Definitions

Progress	Timeline
Not started	indicate project initiation date
In progress	anticipate completion date
Complete	date completed
Overdue	expected completion date and reasons for the delay
On Hold	other circumstances

## **Summary**

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

### **Recommended by:**

Tracy Annett, General Manager

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**To: UTRCA Board of Directors**  
**From: Tracy Annett, General Manager**  
**Date: January 22, 2024**  
**File Number: BoD-01-24-08**  
**Agenda #: 8.3**  
**Subject: 2024 Draft Budget Municipal Feedback**

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## Recommendation

That the Board of Directors receives the report for information.

## Background

The UTRCA 2024 Draft Budget was circulated to member municipalities for comment on November 17, 2023. An invitation was included with the circulation offering for staff to attend individual council meetings with a presentation and/or to answer budget questions. This report provides a summary of municipal input received to date. The Board is asked to review these comments in detail as preparation for final budget approval at February's Annual General Meeting (AGM). Additional comments are expected between now and February's AGM. They will be shared as part of the February Board agenda. Staff have provided council presentations to the following Municipalities:

Municipality of Middlesex Centre  
Town of St. Marys  
Township of Perth South  
Township of Southwest Oxford  
Municipality of Thames Centre  
City of Woodstock

In addition, Chair Petrie has had a discussion with the Mayor Morgan of the City of London and submitted written communication explaining the budget increase proposed.

A summary of the feedback is provided below:

### **Municipality of Middlesex Centre:**

Attended by: Tracy Annett

- A question about if the UTRCA had considered setting up a foundation. The General Manager explained that the authority had considered in the past but the cost of maintaining a foundation outweighed the benefits.
- Councillor Heffernan explained that there was a lot of Budget discussion especially under Category 1.
- All Councilors sit on Conservation Authority Board, and that they understand the challenges and that the "Provincial Government hasn't been playing very nice".

- The Mayor echoed those comments and thanked the UTRCA for all work undertaken to categorize programs and services and all the efforts work we do for the environment.

### **Town of St. Marys:**

Attended by: Tracy Annett

- A question was asked about how the UTRCA is reducing expenditures similar to the Huron Perth Health Unit had undertaken to reduce expenditures. The General Manager responded by explaining where possible the authority has made staffing adjustments, especially as retirements have occurred. Further, the Province has required many new deliverables that are now mandatory to undertake, more staff resources are required to complete.
- Mayor Strathdee feels that the City of London is the largest polluter in the watershed, and that the Authority is not putting enough pressure on the City to improve water quality. The general manager noted that the City has been making progress to improve infrastructure to reduce by-passes at pollution control plants. It was noted that it takes time to undertake the necessary improvements and the Ministry sets the requirements. The General Manager offered to take this concern back to our Board.

### **Perth South:**

Attended by: Tracy Annett

- A councillor asked about the future of Glengowan lands and whether or not the UTRCA was considering selling land as a means of generating needed revenue. The general manager explained that the UTRCA will be completing the required Lands Management Strategy. Lands Inventory and developing acquisition and disposition policies to guide if suitable lands are available.
- The mayor noted the Authority had applied to allow for land severances through an Official Plan Amendment and the application was appealed by the Province.

### **South West Oxford**

Attended by: Chair Petrie and Tracy Annett

- A councilor asked about additional revenues for logging. The general manager suggested that the Land Management Strategy and Lands Inventory would identify the uses of our properties. It was noted that we do not have the same growing conditions and forest types as the areas in Catfish Creek and Long Point watersheds.
- Councillor commented that significant efforts from staff that is taking away from what the CA's were designed for, to protect these areas.
- Comment that the Province continues to mandate – all CA's are in the same boat and recommended to speak up to their representation, because the burden is being passed along the chain.
- Chair Petrie, highlighted the watershed approach and the municipal partnerships required to form Conservation Authorities.
- Mayor Mayberry noted that it was interesting that the province froze fees at the same time as speedier approvals. He thought that increases in services should require increases in fees.

- Mayor Mayberry was on the Board in 1994 when the cutbacks to the government and noted this is another form of downloading to municipalities.
- The Mayor commented that their council appreciates the good work we do.

### **Thames Centre**

Attended by: Chair Petrie and Tracy Annett

- A Councillor asked how we have mitigated capital costs, highlighted the challenges
- Thames Centre values the Conservation Authorities and sees the challenges with downloading with the provincial government. Recognized that we are doing all we can during these challenging times to mitigate impacts.
- Chair Petrie, highlighted the significant challenges and provided freeze of fees as an example
- Councillor Heeman highlighted the work the UTRCA has undertaken at Dorcehster CA and the Mill Pond that has benefitted Thames Centre. Further, he highlighted that the legislative changes have driven these increases.

### **City of Woodstock**

Attended by: Chair Petrie and Tracy Annett

- Councilor provided clarification that the Conservation Authority levy's the County of Oxford and that 17% of the UTRCA's amount is contributed by Oxford. The General Manager explained that the amounts apportioned are provided from the Province and based on current value assessment of the area within the watershed.

Future presentations scheduled include:

Township of South Huron (February 5, 2024)

Township of Zorra (February 7, 2024)

Additional presentations will be scheduled upon request.

### **Summary**

Municipal Councils share similar challenges during this budget year. With the changes to the Conservation Authorities Act, requiring elected officials to sit on CA boards. Many municipalities have several Councillors who sit on the various CA Boards within their Municipality. This change has resulted in Councils having a greater understanding of CA's and the challenges faced to meet the legislative responsibilities.

If your member municipality wishes to receive a presentation on the UTRCA's Draft 2024 Budget, please contact the General Manager to arrange.

### **Prepared by:**

Tracy Annett, General Manager

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**To: UTRCA Board of Directors**  
**From: Brent Verscheure**  
**Date: January 22, 2024**  
**File Number: BoD-01-24-09**  
**Agenda #: 8.4**  
**Subject: Watershed Conservation Centre Performance Report and Building Update**

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## Recommendation

That the Board receives the report for information.

## Background

The UTRCA's Watershed Conservation Centre (WCC) is a certified LEED Platinum building. LEED (Leadership in Energy and Environmental Design) is North America's premier green building rating system. The WCC was designed to provide a healthy, comfortable, and effective work environment while being environmentally and fiscally responsible.

The WCC is operated and maintained to achieve three key functions:

1. Meet LEED requirements while operating within the capital infrastructure budget, for the lifecycle of the asset,
2. Provide a safe, healthy and positive environment for staff and visitors,
3. Demonstrate innovation and leadership and serve as a showcase for environmental building design.

By defining these key functions, staff can manage the demands and expectations of the physical components while meeting the needs of today's flexible workplace.

The WCC is now in the "in service" or "operate and maintain" phase of its lifecycle. As the facility transitioned from the initial start-up phase to its current phase, staff have gained valuable knowledge of the performance requirements in each maintenance area. Staff review and assess key components such as HVAC, electrical, water, lighting, etc., to ensure they are performing to the highest level. The operations and maintenance program includes planned renewals or replacements that were identified in the design phase, which highlights the link between building design and the long-term operability.

## WCC Performance

Energy efficiency is an ongoing process that requires routine maintenance and monitoring to ensure optimal performance. Regular check-ups, equipment maintenance, and servicing by qualified professionals are essential. Through service agreements, contractors provide valuable reports that identify performance levels and efficiencies and recognize any issues to be addressed.

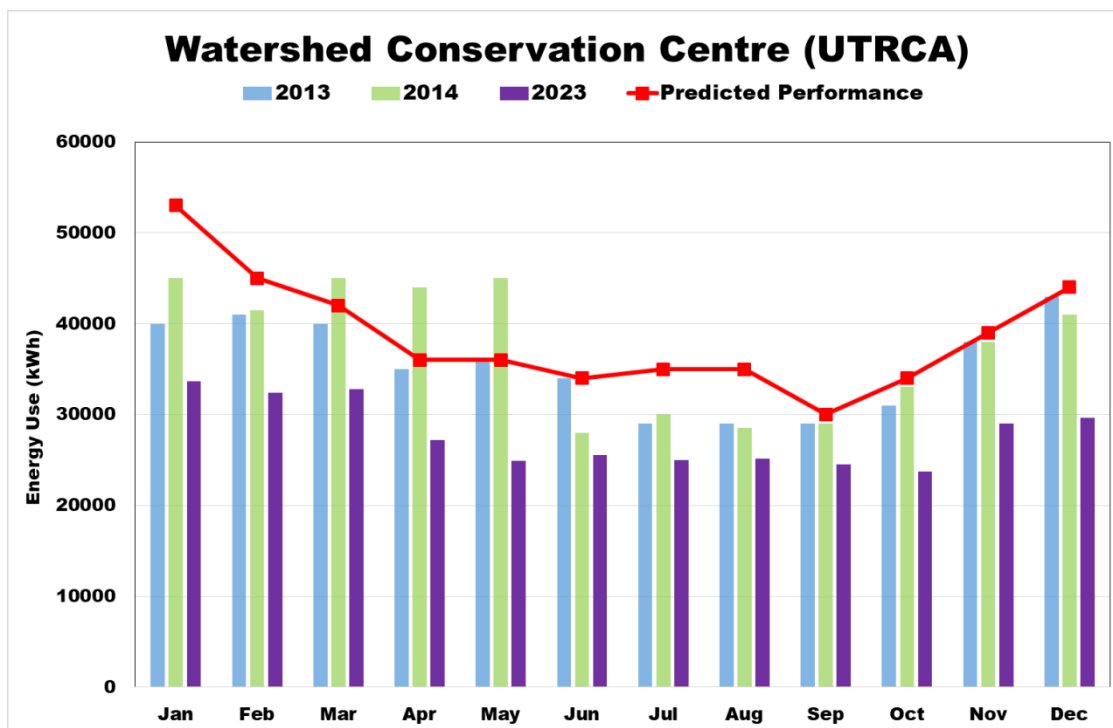


The building was commissioned to meet LEED Platinum Certification and continues to demonstrate efficiencies as intended, including:

- Utility costs are approximately 65% less than would be experienced in the same building had it been constructed to meet the Ontario Building Code with no LEED features.
- The building reclaims 60-80% of the conditioned-air temperatures that otherwise would be lost through the use of an energy recovery wheel which transfers energy (heat) from the normally exhausted or supply air.
- Reduce potable water use by 75% compared to conventional office buildings through the use of low flow plumbing fixtures and the rainwater/cistern collection system.
- To date, the hot water heating system has not been used as the system continues to meet the demand for hot water through its closed loop heating system.

Figure 1 provides the monthly energy usage in 2023 and the original building performance reporting in 2013/2014, along with the predicted performance.

**Figure 1. Monthly energy usage in 2013, 2014, compared to 2023**



Data provided in Figure 1 indicates the monitoring results reported by MMM Group Limited (Watershed Conservation Centre - LEED Measurement and Verification Report) in the first year of occupation of the WCC. The data shows that energy efficiency in 2023 has improved since the 2013 and 2014 monitoring was undertaken by MMM Group. Efficiency is well below the predicted performance throughout 2023. A number of factors may be contributing to this improvement, including;

- seasonal variation between the years,
- remote work options for some staff reducing energy demands (although we have a greater number of staff now than 10 years ago), and/or

- improved use of the energy efficiency systems as experience was gained through the Remote Monitoring Interfaces.

Remote Monitoring Interfaces give staff access to real-time data on the operating index, comfort index (ASHRAE55), communication alarms, and HVAC power consumption. This online capability provides flexibility and control when evaluating, monitoring, and making operational changes to the system.

The technologies incorporated into the building in the design phase, along with the monitoring capabilities and ongoing risk management, have collectively resulted in reduced impacts to staff and work productivity while proven to reduce operating costs by minimizing energy consumption and ultimately reducing our environmental impact.

## **WCC Building Growth**

Since the building opened in 2012, additional staff workstations have been added to accommodate growth. These areas were considered in the initial building design, with 25% growth areas included within the original design. Future growth is currently in the planning stages both inside and outside the building envelope, including a low impact design (LID) parking area which aligns with the LEED requirements and will allow for the increase in our green fleet and staff parking demands.

The development of a draft Asset Management Plan for the WCC has allowed staff to explore the building's efficiencies even further. Achieving cost savings in specific maintenance areas is only a small component of the overall targets for the building. In time, the asset management plan will be linked to overarching asset management policies, strategies and organizational objectives. This continuity will link the facility's purpose and daily operations, with the staff and visitors using the building and, ultimately, the UTRCA's strategic plan.

### **Prepared by:**

Michael Knox, Properties Superintendent

### **Recommended by:**

Brent Verscheure, Manager of Lands, Facilities and Conservation Areas