

UPPER THAMES RIVER CONSERVATION AUTHORITY BOARD OF DIRECTORS' MEETING

AGENDA

TUESDAY, JUNE 23, 2020 at 9:30 A.M
Virtual Meeting Due to COVID-19 Pandemic

- 1. Approval of Agenda**
Mover: A.Hopkins
Seconder: T.Jackson
THAT the Board of Directors approve the Agenda as posted.
- 2. Declaration of Conflicts of Interest**
- 3. Minutes of the Previous Meeting: Thursday February 20, 2020**
Mover: N.Manning
Seconder: H.McDermid
THAT that the UTRCA Board of Directors approve the Board of Directors' minutes dated MAY 26, 2020 as posted on the Members' web-site.
- 4. Business Arising from the Minutes**
- 5. Delegations**
- 6. Business for Approval**
 - 6.1 20 Year Flood Control Capital Repair Plan Update – C.Tasker/D.Charles FC #1732
Mover: P.Mitchell
Seconder: A.Murray
THAT the Board of Directors approve the recommendation as presented in the report.
 - 6.2 Framework for COVID-19 Resuming Operations Plan – I.Wilcox Admin #3788
Mover: B.Petrie
Seconder: J.Reffle
THAT the Board of Directors approve the recommendation as presented in the report.
- 7. Business for Information**
 - 7.1 Conservation Ontario Letter to Minister Yurek re: CA Act Review – Letter attached
Mover: J.Salter
Seconder: M.Schadenberg
THAT the Board of Directors receives the report as presented.
 - 7.2 Section 28 Status Report — T.Annett ENVP #9132
Mover: A.Westman
Seconder: M.Blosh
THAT the Board of Directors receives the report as presented.

7.3 June 2020 Update: UTRCA COVID Financial Impacts and Response – I.Wilcox #123517
Mover: A.Dale
Seconder: D.Edmiston
THAT the Board of Directors receives the report as presented.

7.4 Conservation Areas Update – COVID-19 Operations – J.Howley CA #7729
Mover: A.Hopkins
Seconder: T.Jackson
THAT the Board of Directors receives the report as presented.

7.5 2019 Environmental Targets Progress Report – C.Harrington/I.Wilcox Admin #3768
Mover: N.Manning
Seconder: H.McDermid
THAT the Board of Directors receives the report as presented.

8. Other Business (Including Chair and General Manager’s Concluding Remarks)

9. Closed Session – In Camera

9.1 Plan to be Applied to Negotiations – A.Shivas
Mover: P.Mitchell
Seconder: A.Murray
THAT the Board of Directors adjourn to Closed Session – In Camera

Mover: B.Petrie
Seconder: J.Reffle
THAT the Board of Directors approve the recommendation as presented in the report.

Moved by: J.Salter
Seconded by: M.Schadenberg
THAT the Board of Directors Rise and Report progress.

10. Adjournment

Mover: A.Westman



Ian Wilcox, General Manager

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

To: UTRCA Board of Directors
From: Chris Tasker
Date: June 15, 2020 **Agenda #:** 6.1
Subject: 20 Year Flood Control Capital Repair Plan **Filename:** FC #1732

Recommendation:

1. The Board approves the 20 Year Flood Control Capital Repair Plan dated June 2020.
2. The Board receives the 2019/20 Final WECE Expenditure Report as included in the 2019/20 WECE Year End Report package dated March 11, 2020.
3. The Board receives the 2020/21 Approved WECE Budget as per the Schedule "D" Budget of the Ontario Transfer Payment Agreement effective April 1, 2020.

Background:

Since 2008, the Board of Directors has been provided annually with a 20 Year Flood Control Capital Repair Plan for the Water and Erosion Control Structures managed by the UTRCA with the exception of 2017. The 20 Year Plan was developed by UTRCA staff and is updated on a regular basis to reflect current and planned projects.

1) 20 Year Flood Control Capital Repair Plan - For Approval

The attached summary indicates \$59,378,771.00 of forecasted expenditures over the next 20 years. In recent years, a number of engineering studies and inspections have been conducted to help determine the estimated project costs included in the plan. The estimates are updated as best as possible on an ongoing basis for budgeting purposes and to assist with the preparation of the various funding applications including the Water and Erosion Control Infrastructure (WECE) Program.

2) 2019/20 Final WECE Expenditure Report dated March 11, 2020 - For Information

The attached report indicates the total eligible expenditure amount of \$3,594,931.02 for the 2019/20 Projects, which were 50% funded by WECE in the amount of \$1,797,465.51.

3) 2020/21 Approved WECE Budget effective April 1, 2020 - For Information

The attached Schedule "D" Budget as included in the Ontario Transfer Payment Agreement received May 29, 2020 from the MNRF outlines the approved WECE funding in the amount of \$1,950,000 for the 2020/21 Projects.

Please don't hesitate to contact any of the undersigned if you have questions regarding any of the projects.

Recommended by:

Chris Tasker, Manager, Water and Information Management

Prepared by:

Fraser Brandon-Sutherland, Project Engineer
David Charles, Supervisor, Water Control Structures

Attachment 1**Prepared for the UTRCA Board of Directors
20 Year Flood Control Capital Repair Plan - Summary**

(updated June 2020)

Capital Repairs

Structure	Sum 5 Yrs	Sum 10 Yrs	Sum 20 Yrs
Totals	\$18,501,500	\$36,343,771	\$59,380,771
Fanshawe Dam	\$1,405,000	\$2,230,000	\$5,685,000
London Dykes	\$11,695,500	\$22,690,771	\$35,165,771
London Erosion Control	\$840,000	\$2,250,000	\$3,580,000
Springbank Dam	\$600,000	\$1,520,000	\$2,320,000
Pittock Dam	\$1,232,500	\$1,917,500	\$3,657,500
Wildwood Dam	\$1,145,000	\$1,778,000	\$3,038,000
St Marys Floodwall & Channel	\$110,000	\$300,000	\$555,000
Stratford Channel	\$72,000	\$139,500	\$322,500
Ingersoll Channel	\$54,000	\$159,000	\$374,000
Mitchell Dam & Channel	\$280,500	\$675,000	\$1,345,000
Orr Dam	\$381,000	\$1,123,000	\$1,546,000
Dorchester Mill Pond Dam	\$30,000	\$42,000	\$79,000
Dorchester C A Dam	\$76,000	\$256,000	\$320,000
Centreville Dam	\$99,000	\$304,000	\$355,000
Shakespeare Dam	\$92,000	\$144,000	\$166,000
Fullarton Dam	\$56,000	\$131,000	\$138,000
Embro Dam	\$121,000	\$216,000	\$226,000
Harrington Dam	\$177,000	\$433,000	\$473,000
Wildwood Ducks Unlimited Dam	\$35,000	\$35,000	\$35,000

Attachment 2 - UTRCA

WECI 2019-2020 Final Status Report – UTRCA

Project ID	Project Name and Description	Total Project Cost	Provincial Share (50%)	Written Description of Final Project Activities	Total Project Expenditure
R.19.027	Wildwood Dam Motor Control Centre Replacement Design	\$50,000.00	\$25,000.00	Replacement design successfully completed. 2020/21 WECI Application included subsequent reconstruction repair project # R.20.010.	\$28,207.00
R.19.022	Fanshawe Dam Phase 6 Painting and Concrete Repairs	\$300,000.00	\$150,000.00	Project successfully completed.	\$189,930.00
R.19.025	West London Dyke Phase 5A	\$2,980,000.00	\$1,490,000.00	Phase 5A reconstruction successfully completed. 2020/21 WECI Application included subsequent Phase 7 reconstruction repair project # R.20.009.	\$2,980,000.00
R.19.030	Pittock Dam Gate Heater Design and Replacement	\$50,000.00	\$25,000.00	Project successfully completed.	\$12,476.45
R.19.031	St. Mary's Floodwall Rehabilitation	\$478,000.00	\$239,000.00	Project successfully completed.	\$374,732.75
R.19.026	Wildwood Dam Exhaust Fan and Duct	\$10,000.00	\$5,000.00	Project successfully completed.	\$9,584.82
Totals		\$3,868,000.00	\$1,934,000.00		\$3,594,931.02

Note: All funds must be spent by March 15, 2020. Please notify MNR if project delays or project savings occur that would prevent projects/activities from being on time or on budget.

I hereby certify that all expenditures are made in accordance with the Transfer Payment Agreement between the Province and the Authority, and that complete records have been kept for these program areas.



Originally signed by
General Manager/Chief Administrative Officer

March 11/20

Date

**SCHEDULE "D"
BUDGET**

Studies, Safety Projects and Repair Projects

Project ID	Project Name and Description	Project Cost	Local Share (50%)	Provincial Share (50%)
R.20.009	West London Dyke Phase 7 Reconstruction	\$3,400,000.00	\$1,700,000.00	\$1,700,000.00
R.20.010	Wildwood Dam MCC Replacement	\$250,000.00	\$125,000.00	\$125,000.00
R.20.012	Wildwood Dam Generator Modifications	\$15,000.00	\$7,500.00	\$7,500.00
R.20.013	Pittock Dam Generator Modifications	\$20,000.00	\$10,000.00	\$10,000.00
S.20.003	Fanshawe Dam Safety Review	\$100,000.00	\$50,000.00	\$50,000.00
S.20.004a	London Erosion Control Study	\$15,000.00	\$7,500.00	\$7,500.00
S.20.005	Pittock Dam Safety Review	\$100,000.00	\$50,000.00	\$50,000.00
Totals		\$3,900,000.00	\$1,950,000.00	\$1,950,000.00

To: UTRCA Board of Directors
From: Ian Wilcox
Date: June 10, 2020
Subject: Framework for COVID-19 Resuming Operations Plan

Agenda #: 6.2
Filename: C:\Users\vigliantim\Documents\GroupWise\3788-1.doc

Recommendation:

That the Board of Directors approves the Upper Thames River Conservation Authority's Framework for Resuming Operations Plan noting the plan itself will be subject to modifications based on advice from the province and health care professionals.

Framework for Resuming Operations Plan

Every employer has a legal obligation to take every precaution reasonable in the circumstances to protect the health and safety of its employees. As such, even when business operations are permitted to resume, the health and safety of employees, customers and others, will remain the top priority.

The UTRCA's Joint Health & Safety Committee (JH&SC) has drafted a "Return to Work Plan," now called *A Framework for Resuming Operations (UTRCA Framework)*. The UTRCA Framework has been developed to guide the decisions of Managers and Supervisors for a gradual resumption of operations as the 'new normal.' This plan is consistent with regulations and Provincial Guidance documents:

- A Framework for Reopening our Province
- Sector Specific Safety Guidelines for employers

The UTRCA Framework lays out expected phases of resuming operations, with each phase possibly having multiple steps. Our framework is structured to continue adhering to Provincial directives and public health advice, while ensuring that staff and clients are protected as our operations return to new normal levels.

JH&SC representatives, both members and resource staff developed plans for resuming operations at three main workplaces, with additional input from supervisors and staff:

1. Watershed Conservation Centre
2. Conservation Areas – Fanshawe, Wildwood and Pittock
3. Other UTRCA lands and facilities as well as field locations

Specific plans for each area will consider both engineering and administrative controls to ensure safe workplaces, with administrative controls being the preferred mechanism while implementing engineering controls if physical distancing cannot be achieved. It is expected that continuous monitoring will inform any modifications deemed necessary to ensure the health and safety of UTRCA staff.

It must be stated that even once finalized, this is a living document. Many edits will be necessary and multiple versions of this document are anticipated as we continue to adapt to provincial direction and the advice of public health.

Recommended by:
Ian Wilcox
General Manager

Prepared by:
Tracy Annett
Manager, Environmental Planning & Regulations

Joint Health & Safety Committee (JH&SC) Members

Tracy Annett - Management Rep. Co-Chair

Eric Stockmann - Worker Rep. Co-Chair - Dams & Mechanics Shop

Alison Miller - Worker Rep. Fanshawe C.A.

Erin Dolmage / Kaitlyn Muma - Worker Rep. @ Wildwood C.A.

Brad Dryburgh - Worker Rep. Pittock C.A.

Jay Ebel - Worker Rep. WCC Office

Bill Mackie - Management Rep.

JH&SC Resource Staff

Cari Ramsey

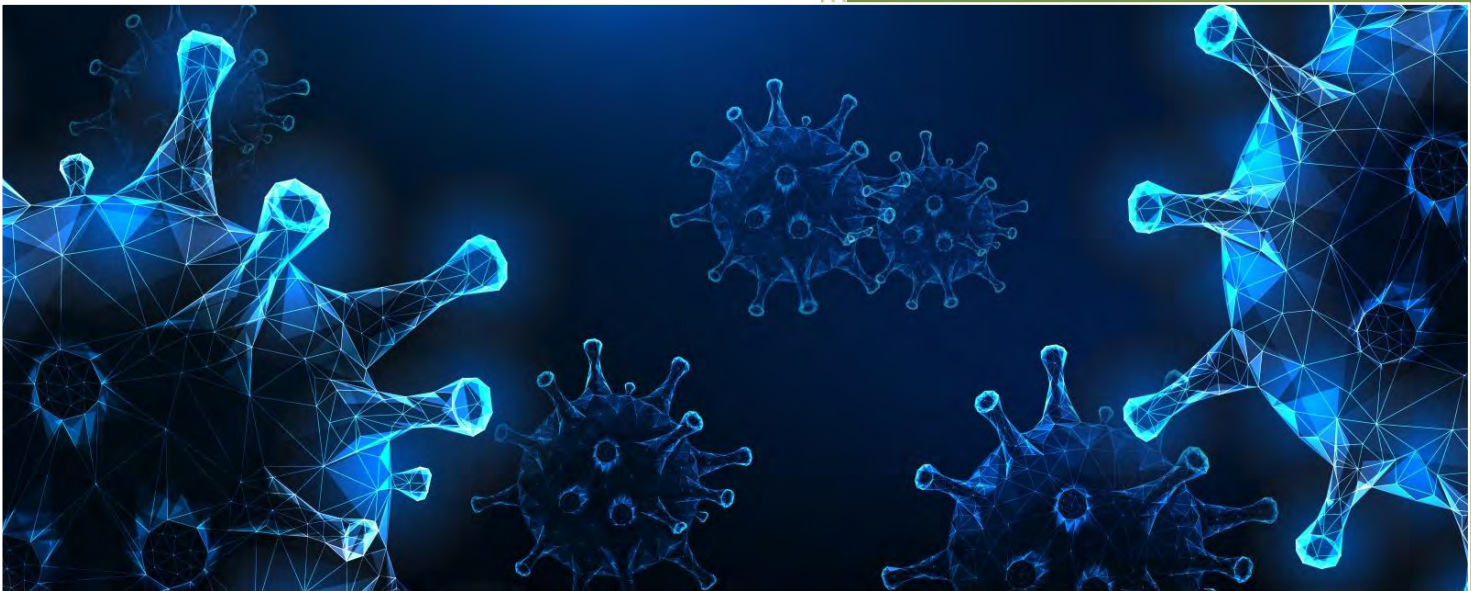
Sharon Viglianti

Deb Kirk

Julie Welker

2020

Framework for Resuming Operations



Joint Health & Safety Committee
Upper Thames River Conservation
Authority
5/28/2020

Approv

Table of Contents

1.0	INTRODUCTION AND CONTEXT	3
2.0	OPERATIONAL PLAN	4
2.1	Operational Considerations	5
	PHASE 1	5
	PHASE 2	6
	PHASE 3	7
	PHASE 4	8
2.2	Health and Safety Operations	8
3.0	PLAN PREPARATION FOR WORKPLACES	4
3.1	Administrative Controls	4
3.2	Engineering Controls	4
4.0	MANAGING THE RETURN TO WORKPLACE PROCESS	4
4.1	Develop a Recall Plan	4
	4.1.1 Staff Contact Logs	5
	4.1.2 Communications	5
	4.1.3 Technology & Equipment	5
	4.1.4 Human Resources Checklist	6
4.2	Flexible Work Arrangements	6
4.3	Managing Requests for Accommodation	6
	4.3.1 Responding to a Request for Accommodation	6
4.5	Work Refusal under Occupational Health and Safety Legislation	7
	4.5.1 The Process	7
4.6	Employee Reluctance to Return to Work	7
5.0	FOLLOW UP	4
5.1	Monitor Actions to Resume Operations	4
5.2	Planning for Future Pandemic Events	4
6.0	SCHEDULES WORKPLACE PLANS	4
	Schedule 1 - CONSERVATION AREAS	5
	Schedule 2 - WATERSHED CONSERVATION CENTRE	7
	Schedule 3 - OTHER UTRCA LANDS / FACILITIES and FIELD WORKPLACES	11
7.0	APPENDICES	13
	Appendix A – Mental Health Resource	13
	Appendix B – Direction from MECP	14

Appendix C – UTRCA Infectious Disease Policy..... 15
Appendix D – Contact Log..... 16
Appendix E – Additional Resources..... 17

1.0 INTRODUCTION AND CONTEXT

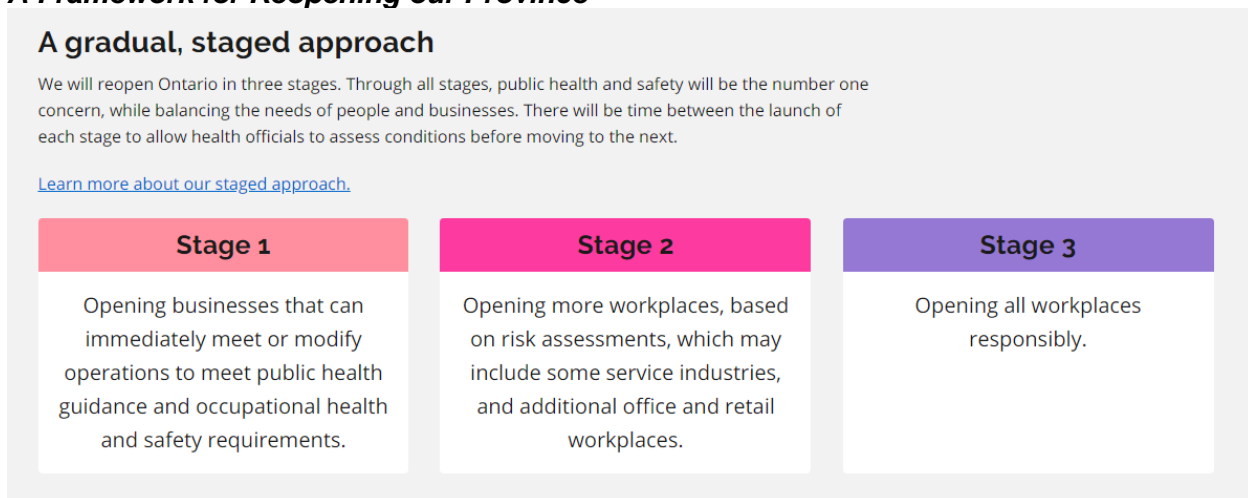
On March 16, 2020, the Upper Thames River Conservation Authority (UTRCA) implemented a “working from home” protocol in response to the global spread of COVID-19. This tactic to reduce the spread of the virus has been encouraged or required by various governments, including the Province of Ontario, to reduce the risk of infection.

On March 17, 2020, the Government of Ontario made an order declaring an emergency under Section 7.0.1 (1) of the *Emergency Management and Civil Protection Act*. On the advice of the Chief Medical Officer of Health, and with the approval of the Ontario legislature, the Province later extended the Declaration of Emergency. This measure enabled the government to continue using every tool at its disposal to protect the health and safety of the people of Ontario during the COVID-19 pandemic. The Province also introduced various regulations under the *Emergency Management and Civil Protections Act*, and developed guidance documents, including:

- *A Framework for Reopening our Province*
<https://files.ontario.ca/mof-framework-for-reopening-our-province-en-2020-04-27.pdf>
- *Sector Specific Safety Guidelines for employers*
https://news.ontario.ca/opo/en/2020/04/ontario-providing-employers-with-workplace-safety-guidelines.html?utm_source=ondemand&utm_medium=email&utm_campaign=p

FIGURE 1

A Framework for Reopening our Province



(Source: <https://www.ontario.ca/page/reopening-ontario-after-covid-19>)

Public health officials will carefully monitor each stage, as identified in Figure 1, as they assess the evolution of the COVID-19 outbreak to determine if it is necessary to change course to maintain public health.

In order to open workplaces responsibly, every employer has a legal obligation to take every precaution reasonable in the circumstances to protect the health and safety of their employees. As such, even when business operations are permitted to resume, the health and safety of employees, customers, and others will remain the top priority.

While the duration of this pandemic and of the requirement for modified work protocols is unknown, it is important for the UTRCA to develop plans for staff to return to the workplace. It is recognized that most UTRCA programs and services have been maintained by staff working remotely. In addition, certain program activities were deemed essential by the Province, requiring staff to continue their work at UTRCA workplaces and field locations.

The UTRCA developed the Framework for Resuming Operations to guide what is expected to be a gradual, phased resumption of operations as the “new normal,” consistent with Provincial regulations and guidance documents. The Framework outlines the phases of resuming operations and the steps required for managers and supervisors to plan, prepare, and execute a safe return to our workplaces. The following sections outline the implementation of the return to operations.

Section 2.0 Operational Plan: There are four phases in the return to operations process by which staff physically return to UTRCA workplaces. Each phase lists the steps to resuming operations.

Section 3.0 Plan Preparation for Workplaces: Workplace plans have been developed by the Joint Health & Safety Committee (JH&SC) worker representatives for each workplace. These workplace plans are attached as Schedules to the Framework. The plans will be monitored, evaluated and amended as required.

Section 4.0 Managing the Recall Process: There are several considerations for accommodation as return to workplaces continues. Employee education and awareness regarding the risks of COVID-19 are an important step in the recall process. It is very important for managers and supervisors to understand and consider staff’s mental health during these circumstances. The Ministry of Health has produced *COVID-19 Factsheet: Resources for Ontarians Experiencing Mental Health and Addictions Issues during the Pandemic* (attached in Appendix A). It recognizes that Ontarians are experiencing increased fear and anxiety due to COVID-19, and these are normal reactions. The following UTRCA staff have received training in mental health and are a resource for other staff: Katie Ebel, Eric Fink, Mike Funk, Jennifer Howley, Karen Maaskant, Bill Mackie, Michelle McDonald, Karen Pugh, Cari Ramsey, Karen Sockett, Paul Switzer, Michelle Viglianti, Sharon Viglianti, Julie Welker, Karen Wilkie.

Section 5.0 Follow Up: The Framework must be continuously monitored, evaluated and revised. Regular feedback from staff will need to be collected to ensure health and safety concerns are addressed promptly.

Even once finalized, this Framework is a living document. Many revisions will be necessary and multiple updates of this document are anticipated as we continue to adapt to provincial direction and the advice of public health.

2.0 OPERATIONAL PLAN

The UTRCA will apply a phased approach to resuming operations, consistent with the Province's direction for gradual reopening of services (Figure 1). An overview of the phases of returning to **all workplaces** is outlined in the table below with further details provided below. Note that phases or steps may be changed or retracted based on the advice of Public Health.

Provincial Action	UTRCA Phase	UTRCA Action
Ontario Reg. 51/20	PHASE 1 UTRCA Facilities Closed	<p>WCC & OTHER UTRCA FACILITIES Closed. Under modified conditions, services have continued, at times accessing UTRCA workplaces.</p> <ul style="list-style-type: none"> ▪ Flood operations and management ▪ Land management and property security ▪ Planning and Permits (Section 28 of the CAA) ▪ Source Water Protection and Risk Management ▪ Environmental Research and Monitoring activities ▪ Forestry Program ▪ Programs that support business operations <p>CONSERVATION AREAS Public access to CA lands for passive recreation, no vehicle access</p>
<p>STAGE 1</p> <p>Opening businesses that can immediately meet or modify operations to meet public health guidance and occupational health and safety requirements.</p>	PHASE 2 Limited Access to UTRCA Facilities	<p>Gradually resuming some operations.</p> <p>CONSERVATION AREAS</p> <ul style="list-style-type: none"> • Hire and train seasonal staff • Open seasonal campgrounds with restricted facilities and services <p>WCC & OTHER UTRCA FACILITIES</p> <ul style="list-style-type: none"> • Wet lab use for Species at Risk Program
<p>STAGE 2</p> <p>Opening more workplaces, based on risk assessments, which may include some service industries, and additional office and retail workplaces.</p>	PHASE 3 UTRCA Facilities Open with Restrictions	<p>Province with input from Public Health will inform the timeline to return to all workplaces.</p> <p>CONSERVATION AREAS</p> <ul style="list-style-type: none"> • Open day use areas and boat launches/reservoirs • Open backcountry camping sites • Open overnight camping sites <p>WCC</p> <ul style="list-style-type: none"> • WCC remains closed to the public. • Staff are encouraged to continue to work from home where feasible. • Gradual, phased return of staff to the WCC, which considers: <ul style="list-style-type: none"> • limiting the number of staff in each workplace • proximity of staff workstations • efficiencies gained by working at the workplace location

Provincial Action	UTRCA Phase	UTRCA Action
STAGE 3 Opening all workplaces responsibly.	PHASE 4 UTRCA Facilities Open	When Emergency Order ends or based on direction from Regional Public Health Units CONSERVATION AREAS Full operation of campgrounds WCC & UTRCA FACILITIES All UTRCA buildings and facilities open to the public under the “new normal”

2.1 Operational Considerations

For each phase in the Operational Plan, managers will follow these steps:

- Determine what facilities and operations are eligible to reopen, when it is feasible to do so, and under what conditions. Direction provided by the Province is available online at <https://www.ontario.ca/page/list-essential-workplaces>.
- Determine what services will reopen and when, such as public-facing services.
- Determine staffing needs at the place of operation.
- Develop/update relevant Standard Operating Procedures (SOPs).
- Establish emergency procedures to be followed if the UTRCA is subject to future closure orders due to another COVID-19 outbreak or if an employee contracts or is exposed to COVID-19.

The Operational Plan includes a phased return to the workplace with a minimum two-week monitoring period between each phase. Recommended administrative and engineering controls will be in accordance with each Workplace Plan prior to resumption of services.

PHASE 1

The UTRCA implements a working from home protocol and closed all facilities and buildings to the public. All program and services remain operational, with staff continuing to work from home. Field work and on site activities are limited to those services deemed as essential by the Province.

Phase 1 includes the following measures:

Watershed Conservation Centre & Other Facilities

UTRCA facilities including the Watershed Conservation Centre (WCC) are closed.

Staff are provided with support to work effectively from home, including staff sign-out of equipment and technology to work remotely, as necessary. Staff are available from their remote work locations by telephone, email and for virtual meetings with other staff, partners and clients.

Minimal staff are scheduled for continued administrative and facilities maintenance at the WCC. Administrative staffing includes Office Manager, Facilities Management, Information Management and Finance.

Access to the WCC by other staff is restricted. Staff may be permitted access for short durations to conduct necessary operations as approved in advance by management. The WCC is not used as a routine place of work.

Fieldwork

Fieldwork continues under modified requirements. Standard Operating Procedures (SOP) are developed to address considerations such as:

- Travelling to and from work locations in separate vehicles,
- Working at a physical distance greater than 2 metres (6 feet), or using required PPE,
- Minimizing the size of work crews as feasible.

Vehicle cleaning kits are made up and stored in the WCC mudroom for staff to take for the day. Protocols are developed for the workshop compound to ensure physical distancing, cleaning of high contact surfaces, etc.

Conservation Areas

Conservation Areas (CAs) remain accessible to the public for walking and hiking, but vehicle access into Fanshawe, Wildwood and Pittock is not permitted. Signs are posted to inform visitors of requirements regarding physical distancing, parking, maximum group size, litter, etc. The reservoirs are closed to all activity. Seasonal campers are permitted to walk in to their campsites to check their property but are not permitted to stay on site.

CA staff are only on site to complete property checks, monitor drinking water systems, and undertake dam operations as required. Staff are not permitted to begin preparation for opening for the operating season.

Communications

UTRCA websites, telephone messages and automatic email responses are updated to communicate changes to operations during the pandemic. Signs are posted at WCC entrance and contact information provided to receive deliveries. Media releases are issued as necessary, and social media is closely monitored and managed, particularly for the CAs.

Regular newsletters are created and emailed to seasonal campers to keep them up to date with the situation. A newsletter is also emailed to cottagers and clubs.

A weekly staff newsletter is created and emailed to all staff and the Board of Directors with information and updates. A shared GW folder is created with information for all staff.

PHASE 2

The Province maintains the emergency orders while easing some restrictions to allow for a gradual re-opening of the Province.

WCC & Other UTRCA Facilities

Staff continue to work remotely and undertake fieldwork and site visits. Specific, limited staff are permitted to use the WCC wet lab, and a SOP is developed for its use. (Note: This action is due to specific requirements of the Provincial Species at Risk collection permit, which identifies the UTRCA wet lab as where SAR will be kept.)

Conservation Areas

CA Unit staff develop a phased in opening plan for the parks. The timing for opening the various facilities, services and programs is dependent on direction from health officials and the Province. Other considerations include staffing, as well as the need to develop and implement new protocols and procedures.

Seasonal staff:

- Contact applicants for seasonal positions that were offered positions verbally. Conduct remaining interviews by Skype.
- Conduct online training from home before new hires attend the workplace, where position training was done in small groups of two or three people.
- Set up COVID-19 information boards in each work area.
- Stagger staff schedules and operation layouts to avoid groups of staff arriving at one time.

Seasonal campgrounds permitted to open:

- Email park-specific seasonal camper newsletters with information about registration process and campground operations, facilities and services.
- Register seasonal campers by appointment only, with processes to limit line ups and control traffic direction. Streamline payment process with preference for no cash.
- Permit seasonal campers to set up their sites during daylight hours. Initially, do not permit vehicle access into campgrounds, then move to opening gates to permit daily vehicle access by seasonal campers.
- Develop “comment, compliment and complaint process” to minimize face to face time.
- Open seasonal campgrounds with restricted facilities and services. All campers must have washroom facilities within their unit. Initially, all shared facilities including public washrooms are not permitted to open as per Provincial order.

PHASE 3

Based on direction from the Province and health units, Managers determine a date for a partial return to workplaces at the WCC. Resource material may include:

<https://www.workdesign.com/2020/05/navigating-your-future-workplace-post-covid-19-a-roadmap/>

WCC & Other UTRCA Facilities

The WCC remains closed to the public, and staff are encouraged to continue to work from home where feasible. Staff stockpile non-medical masks, gloves and face shields, in preparation for resuming operations. Use of shared facilities/rooms (e.g., lunchroom, kitchen, alcoves, wellness room, washrooms) is restricted.

Implement a gradual return of staff to the WCC. Managers schedule staff ‘teams’ to return together, with the following considerations:

- Limiting the number of staff using each workplace to ¼ occupancy (generally, one person per quad of cubicles)
- Proximity of staff to other staff in workstations to ensure 2 metres separation is maintained
- Ensuring program continuity by assigning staff with similar responsibilities onto separate teams
- Efficiencies gained by working at the workplace location

In time, increase staff using the WCC to ½ occupancy, while continuing to meet recommendations from public health.

Conservation Areas

Day use areas and boat launches/reservoirs permitted to open:

- Open day use areas at FCA and WCA to the public (PCA day use area is operated by City of Woodstock), with gatehouse staff in place.
- Open boat launches/reservoirs at FCA and WCA. Open PCA to non-motorized craft, followed by opening launch to motorized watercraft.
- Initially, public washrooms in the day use areas are not opened to be consistent with the continued closure of campground washrooms. When permitted and when use and cleaning protocols are in place, open public washrooms in day use areas.
- When permitted, begin testing beach water at WCA swimming area.

Overnight camping permitted to open:

- Open backcountry camping sites at Wildwood CA.
- Develop protocol for opening and operating overnight camping, and open overnight camping.

PHASE 4

Reopening the WCC and all other remaining facilities will be informed by the Province and Public Health and decided by the General Manager. As public health measures are lifted and activity resumes, it necessary to continue to maintain physical distancing and hand washing, along with self-isolation when experiencing COVID-19 symptoms. Remote work arrangements should continue where feasible.

2.2 Health and Safety Operations

The Health and Safety Specialist, with assistance from facilities management and parks superintendents, will undertake the following to ensure staff have appropriate PPE through all steps of resuming operations;

- Take inventory of supplies and order any necessary items in advance, such as business supplies or PPE.
- Post guidelines and signage throughout the workplaces
- Develop protocols for increase regular cleaning and disinfecting activities. Create a schedule and determine who will do it. Notify staff or cleaning company of the new procedures.
- Provide sanitizer and disinfectant in all common areas in the workplace
- Distribute required PPE upon employee arrival or show/tell them where it is located

The requirement for PPE and cleaning will not go away when operations resume. Ongoing monitoring of inventory will be required.

3.0 PLAN PREPARATION FOR WORKPLACES

JH&SC representatives, with input for supervisors and staff, developed plans for resuming operations in each of the three main UTRCA workplaces:

1. Watershed Conservation Centre
2. Conservation Areas – Fanshawe, Wildwood & Pittock
3. Other UTRCA lands and facilities as well as field locations

Staff will still be required to practice physically distancing when operations resume. Specific plans for each area consider both engineering and administrative controls to ensure safe workplaces. Administrative controls are always the preferred mechanism to maintain physical distance requirements. Engineering controls will only be implemented when these requirements cannot be achieved. It should be noted that working remotely may still be appropriate.

It is expected that continuous monitoring will inform any modifications necessary to ensure the health and safety of UTRCA staff.

The main strategies used to develop the workplace plans include:

- Reduce the number of staff using enclosed workplaces, where feasible.
- Maximize separation between staff workstations.
- Minimize the use of areas and equipment with high touch surfaces.
- Develop guidelines and protocols for disinfecting all areas.
- Install physical distancing and hand sanitizing signs throughout the facilities.
- Install hand sanitizer at entrance/exit points of all facilities.
- Provide appropriate Personal Protective Equipment for COVID-19.

These workplace plans are attached as Schedules to the Framework. For each workplace, the following administrative and engineering controls have been considered. When administrative and engineering controls are not feasible, appropriate PPE will be required to minimize risk.

3.1 Administrative Controls

The following administrative controls will be required for each workplace:

- Altering employee schedules and how work is performed.
- Create policies and procedures for personal hygiene practices, housekeeping, sanitation, and any other new health and safety measures.

Examples may include: eliminating in-person meetings; encouraging employees to bring their own lunches and eat at their desks; and establishing guidelines for the use of common areas. A checklist of considerations is included with each workplace schedule.

3.2 Engineering Controls

The following engineering control needs to be developed and implemented at each workplace:

- Alter the physical layout of the workplace to encourage continued physical distancing.

Examples may include: installing physical barriers (Plexiglas or similar) between employees and customers where physical distancing cannot be maintained; floor markings in heavily used areas and to encourage one way traffic; and ensuring HVAC systems and air filters are functioning properly. A checklist of considerations is included with each workplace schedule.

4.0 MANAGING THE RETURN TO WORKPLACE PROCESS

4.1 Develop a Recall Plan

Managers and Supervisors will take the following steps to help employees return to the workplace from work-from-home arrangements. Prior to resuming or ramping up operations, it is necessary to create a recall plan. If your return to work includes a staggered process, determine program and/or operational priorities based on the essential services orders.

Conservation Ontario received correspondence from the Minister (Appendix B) that provided direction regarding programs to continue throughout the pandemic. The Minister's memo states:

Certain activities undertaken by Conservation Authorities may be regarded as "essential businesses" within the meaning of Schedule 2 to the Emergency Order (the "Essential Businesses List"). Conservation Authorities are permitted to make the decision to continue to perform such activities.

Based on legislation put in place by the provincial government in response to the pandemic, the UTRCA services considered essential and requiring work related travel to worksites include:

- Flood operations and management
- Land management and property/asset security
- Planning and Permits (Section 28 of the Conservation Authorities Act)
- Source Water Protection Risk Management
- Environmental Research and Monitoring activities
- Forestry Program
- Finance, Administration Programs etc. that support business operations

The UTRCA has taken a phased approach in its response to COVID-19 and will only operate programs identified as essential, unless they can be undertaken by working remotely.

Prior to returning to workplaces, managers and supervisors shall ensure that all staff have reviewed the UTRCA Infectious Disease Policy (Appendix C). Human Resources will document that staff have read the policy, by requiring staff to document and confirm through the online form at the link below. Completing this form will notify Human Resources when staff have read the policy. <https://utrcahr.wufoo.com/forms/utrca-infectious-disease-policy/>

It is expected that the UTRCA Infectious Disease Policy will be updated periodically. Staff will be notified of any updates.

COVID-19 Standard Operating Procedures (SOPs) for specific tasks will also be required and confirmed by Managers and Supervisors.

4.1.1 Staff Contact Logs

Through direction from public health, a priority is for all staff to keep a Contact Log to assist in tracing, in the event there is an outbreak of COVID-19 in the workplace. An example Contact Log is available as a template in GroupWise Human Resources and provided to staff. Staff are to log any work-related contacts during which physical distance measures were not met. The template is shown in Appendix D. These logs are to be readily available at each workplace in the event they are required by public health.

4.1.2 Communications

All communications to staff regarding the pandemic are located in the shared GroupWise folder named "COVID-19." In addition, information and updates throughout the pandemic are shared in a newsletter prepared by the General Manager, with input from staff (generally weekly). The newsletter is also shared with the Board of Directors for their information.

Employees will be provided two weeks' notice prior to their return date. Any health and safety steps being taken to reduce exposure will be provided in advance of employees returning to their workplaces.

Managers or Supervisors will reach out to employees by phone to determine the situation of each employee and their ability to return to workplaces. Considerations for return may involve: child care needs and caring for vulnerable family members. A follow up outlining the details of return will be in written form. Managers and Supervisors are the designated point of contact for employees to direct questions and concerns.

The UTRCA will provide continual and open communication as the organization responds to changes during and after the transition. It is especially important for managers to communicate with all staff within their units on a more frequent basis during a pandemic.

4.1.3 Technology & Equipment

Managers and Supervisors, with assistance from Information Management staff, will:

- Authorize and record equipment signed out for home use.
- Confirm equipment signed out to employees is returned as required.
- If employees are transporting equipment from their homes back to the workplace, schedule staggered arrivals to limit congestion on the first day back and maintain physical distancing.
- Arrange transportation if employees will travel with UTRCA equipment and require assistance. Employees are responsible for safeguarding equipment during transport.
- When returning equipment, consider IT support availability to set up workstations and resolve technical issues that may occur. Staggering returns and scheduling arrivals will aid in this process.
- Evaluate whether any technology newly acquired during the emergency work-from-home orders, such as equipment or software/ programs, is still necessary after return or should be suspended or terminated.
- Have departments review their operations for deficiencies in technology to improve support for staff during future office closures/remote working conditions.
- Determine whether there are any technologies or equipment that should be adopted to improve the health and safety of the workplace or help support transitional operational procedures.

4.1.4 Human Resources Checklist

When staff resumes operations, Managers and Supervisors will consider the following:

- Offer an orientation after work-from-home ends to review changes, including operational, job-related, or personnel changes, that may have occurred as a result of the work-from-home orders and/or changes to policy. Do not assume that staff have read all communication materials in advance of their return.
- Provide appropriate information to continue to educate and raise awareness regarding the risks related to COVID-19.
- Schedule return interviews with employees to collect feedback about remote work experience and the transition back to the workplace.
- Manage staff vacation and banked time balances.

4.2 Flexible Work Arrangements

The resumption of operations includes a phased-in approach to returning to workplaces (limiting the number of staff in workplaces to enable physical distancing). Employees may wish to continue to work from home based on preference, convenience, or where extenuating circumstances exist. This option is approved at the UTRCA's discretion under Personnel Regulation 8.03 Flex Place.

Managers will review the existing Flex Place Policy to ensure it addresses:

- Productivity expectations,
- Confidentiality and security of the employer's property and information,
- How to track and record hours of work, and
- Technological requirements.

4.3 Managing Requests for Accommodation

In Ontario, an employee is entitled to an unpaid leave of absence under the new *Emergency Leave: Declared Emergencies and Infectious Disease Emergencies* ("Emergency Leave") section of the Ontario *Employment Standards Act, 2000* ("ESA"), if the employee requires time off to provide care to a child at home due to a school or daycare closure. The ESA does not provide an entitlement to a remote work arrangement. Such a request would need to be addressed as a request for accommodation under human rights legislation (discussed below). Some employees may be hesitant returning to work, either due to family obligations or a medical condition that may make the employee or a close family member more susceptible to an adverse outcome if they contract COVID-19. Common requests for accommodation for either Remote Work Arrangement or Leave of Absence might be due to the following:

- The need to provide childcare during school and daycare closures.
- The need to provide childcare once schools and daycares reopen as they may be uncomfortable sending their child.
- The employee's underlying health condition.
- The underlying health condition of an employee's family member.

4.3.1 Responding to a Request for Accommodation

If an employee requests Emergency Leave under the ESA, the employer can request information reasonable in the circumstance to verify the need for the leave of absence, but cannot request a medical certificate. Documentation that may be requested includes confirmation of a school or

daycare closure, or a direction or other notice from public health requiring an employee's family member to isolate. Note: the restriction on requesting a medical certificate to verify the need for Emergency Leave is unique to this form of leave under the ESA. Such documentation may be requested to verify any other leave, if reasonable in the circumstances (e.g., sick leave, family responsibility leave, etc.).

- Record the request and collect the necessary documentation.
- Determine whether an employee can be reasonably accommodated up to the point of undue hardship, meaning the accommodation is not an unreasonable burden to the UTRCA.
- Create an accommodation plan or provide emergency leave where appropriate.

This restriction also does not apply if an employee requests accommodation under human rights legislation. Each request for accommodation should be evaluated on its own merits to determine whether the employee is entitled to accommodation and, if so, what accommodation is appropriate in the circumstance.

4.5 Work Refusal under Occupational Health and Safety Legislation

Under the Ontario *Occupational Health and Safety Act*, an employee has the right to refuse to perform work if they hold a *bona fide* belief a "physical condition" in the workplace constitutes a risk to their health or safety. Generally, this situation involves concern over equipment or machinery. However, it is possible a "physical condition" may also include concern for the spread of a serious illness such as COVID-19. This information is posted at all workplaces on the Joint Health & Safety Bulletin Boards. The process for work refusals is also provided at these locations and included below.

4.5.1 The Process

If an employee engages in a work refusal, follow these steps:

- **Protect the employee.** Place the refusing employee in an area where he or she is safe.
- **Investigate** the circumstances surrounding the refusal. The investigation must include a worker representative of the Joint Health & Safety Committee, as applicable. In the case of a COVID-19 related refusal, investigate the work circumstance the employee claims to be causing the risk.
- If there is an objective risk, **address the risk.**
- **Contact the Ministry of Labour:** If there is no objective risk, advise the employee of the outcome of the investigation and ask the employee to return to the work. If he/she refuses, contact the Ministry of Labour to perform its own investigation.
- **Discipline:** Should the Ministry of Labour confirm the absence of risk, the employee may be disciplined if he or she continues to refuse to return to work. When assessing the degree of discipline consider the employee's prior job record and length of service.

4.6 Employee Reluctance to Return to Work

If an employee that is required to return to their traditional workplace expresses a reluctance to return to work, first discuss **why** the employee does not want to return. If related to a fear of COVID-19 in the workplace, the refusal should be addressed as a work refusal (see page 64 of the Health & Safety Policy Manual, Appendix 5 Early & Safe Return to Work Policy, found on the HR website).

If related to the employee's age (e.g., if over 60), medical condition, or family obligations, the employee may be entitled to a statutorily protected leave under employment standards legislation or an accommodation under human rights legislation (see *Managing Requests for Accommodation*).

If the employee's reluctance to return is not related to a specific concern about COVID-19 in the workplace, or a reason that would require accommodation, it may be related to:

- A general fear of leaving home due to COVID-19 (*i.e.*, in the public, during transit, *etc.*),
- A financial disincentive to return if the employee's income is relatively equal to, or less than, the monthly Canada Emergency Response Benefit.

In these circumstances, a continued failure to return to work may ultimately be treated as a resignation from employment. However, before ending the employment relationship, follow these steps:

- **Advise employee of expectation to return.** Advise the employee of the expectation to return to work by the recall date and that, should they fail to return, the employee will be considered to have resigned employment and will have no further entitlement from employer.
- **Educate employee on steps to reduce risk.** Direct the employee to information on how COVID-19 is (and is not) spread (see *Government Resources* below). If safety concerns relate to public transportation, consider flexible hours to allow for a commute during lower-volume hours.
- **Advise employee of the impact of resignation on benefit entitlement.** If the employee refuses to return and is considered to have resigned employment, this may impact on continued entitlement to Government benefits, such as the Canada Emergency Response Benefit and Employment Insurance.

5.0 FOLLOW UP

A Framework for Re-Opening our Province states that:

The government will reopen Ontario businesses and public spaces gradually. This will be based on the advice of the Chief Medical Officer of Health Each stage will last for approximately two-to-four-week periods to allow for close monitoring of any impacts or potential resurgence of cases. After each two-to-four-week period, the Chief Medical Officer of Health may advise to:

- Reapply or tighten certain public health measures in response to a surge in cases or outbreaks;
- Maintain status quo and continue close monitoring of impacts; or
- Progress to the next two-to-four-week stage.

5.1 Monitor Actions to Resume Operations

Managers and Supervisors will follow these steps as operations resume:

- 1) Monitor government orders and outbreaks that may affect UTRCA operations.
- 2) Check in with employees regularly for feedback and insight on efforts taken to resume operations.
- 3) Review the effectiveness of the resuming operations plan and make changes as needed.

5.2 Planning for Future Pandemic Events

The pandemic's trajectory is unknown. In addition to planning for today's reality, there is a very real possibility of resurgence. Managers and Supervisors need to plan now to:

Take stock of what has (and has not) worked for programs and services during the most recent closure and slow-downs. Are there policies or resources that would have made the transition, and weathering the pandemic, less difficult? Is there training or tools that managers, supervisors and human resources professionals need to lead the organization more effectively and knowledgeably?

Review existing employment agreements. Can and should they be amended to provide greater flexibility for future shut-downs or slow-downs?

Review vacation schedules. Should they be adjusted to ensure sufficient coverage when business resumes or picks up, and employees use vacation during the year (rather than carry-over).

6.0 SCHEDULES WORKPLACE PLANS

Each Workplace Plan was developed by members of the Joint Health & Safety Committee with input from staff. Considerations for each workplace were evaluated to recommend actions to ensure the health and safety of returning staff.

Workplace Considerations

Type	Description
General	Consider scheduling a deep cleaning of the workplace before any employees return to the office.
	Take inventory of supplies and order any necessary items in advance, such as business supplies and PPE. PPE orders should be coordinated with the Health & Safety Specialist.
	Create policies, procedures, and practices for the transition; revise existing documents where necessary.
	Post a screening notice at entry points, advising employees and guests not to attend at the workplace if they meet established criteria (e.g., family member with COVID-19, fever, cough, or other respiratory illness).
Administrative Controls	Stagger start times, break and lunch times.
	Group employees into “teams” so that if an outbreak occurs within a team, it may be more easily contained through isolation.
	Eliminate non-essential and in-person meetings. Schedule on-line meetings when feasible.
	For essential in-person meetings, use the larger meeting rooms and spread people out, or meet outside.
	Maintain a log of visitors and, where possible, the employees with whom the visitor was in contact.
	Encourage employees to bring and eat lunch at their desk, if they are able to follow the policies set out in the UTRCA personnel policies.
	Establish guidelines for the use of washrooms, lockers and shower facilities.
	Create policy for vehicle usage.
	Identify entry points for different work groups.
	Designate “up” and “down” staircases in buildings where that is feasible.
Post signs at the WCC elevator stating only one person is permitted on the elevator at a time.	

Schedule 1 - CONSERVATION AREAS

Actions Recommended

Type	Description
General	<p>Declutter common workspaces such as kitchens, washrooms and shared offices, where possible, to make ongoing cleaning easier to manage.</p> <p>Each CA should develop a list of PPE /supplies and either place a group order or individual orders for supplies needed. PPE/supplies recommended include: hand sanitizer, disinfectant wipes, non-surgical masks, face shields for maintenance tasks, gloves, hand soap, dish soap, and approved disinfectant cleaner in concentrate.</p> <p>Create “COVID-19” boards for each workspace and post up to date information on COVID-19, UTRCA response, and workplace policies and procedures. Develop COVID-19 specific procedures for tasks that are considered higher risk, such as handling cash and pumping sewage.</p> <p>Post the sign linked below at each gatehouse and registration office. Additional signs can also be printed and placed at the campground entrances. http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/docs/2019_signs_EN_visitors.pdf</p>
Administrative Controls	<p>Stagger start times and breaks to minimize the number of employees in any given building at one particular time.</p> <p>Group existing schedules and staff as teams.</p> <p>Limit the number of face-to-face meetings. Implement a process to deal with camper questions/comments/complaints that eliminates any contact.</p> <p>Hold virtual superintendents meetings.</p> <p>Place picnic tables outside of each staff building to allow for outdoor lunch breaks. Remove chairs and re-configure tables to allow for social distancing within lunch rooms.</p> <p>Create and implement a procedure where employees are required to disinfect high touch surfaces in common areas every 4 hours. Place a high touch surface cleaning check sheet in all kitchens, washrooms and buildings with common areas. Post a handwashing poster reminder with proper protocol at all sinks. https://www.publichealthontario.ca/-/media/documents/J/2009/jcyh-handwash.pdf?la=en</p>

Type	Description
Engineering	<p>Encourage single occupant vehicle use. If not feasible, ensure no more than two employees per vehicle at a time. Create a disinfection check sheet to be completed pre and post vehicle use to indicate what disinfection has taken place, and add it to the circle check binder.</p> <p>Install plexiglass or other barrier at front gate and on all drive up and walk up service windows. Install plexiglass or other barrier at registration offices along</p>
Controls	<p>counter where campers will stand to register.</p> <p>Implement an appointment based registration system to limit the number of people in a registration office at any given time.</p> <p>Alter the computer configuration in the registration office to allow 2 m of distance between employees.</p> <p>If workers in the registration offices cannot be 2 m apart, add plexiglass, if possible.</p> <p>Ensure doors and windows are kept opened to allow for added air flow and to reduce high touch surfaces.</p> <p>Designate equipment to individual employees when possible. Create a disinfection check sheet for shared tools and require staff to pre- and post-initial. Assign individual cell phones/radios to security staff.</p> <p>Post the following poster as a reminder to employees https://files.ontario.ca/mltsd1/mltsd-essential-sector-posters-construction-worker-en-8.5x11-2020-04-30.pdf</p>

Schedule 2 - WATERSHED CONSERVATION CENTRE

Actions Recommended

<p>General</p>	<p>Deep cleaning not necessary other than scheduling staff to come in through the summer to declutter workspaces to ensure the ability to disinfect properly.</p> <p>Jason Belfry will be responsible for ordering supplies and refilling when required.</p> <p>Procedures should be created around housekeeping. Wet lab procedure has been created for use while WCC is closed.</p> <p>Screening notices need to be created and posted at every entrance (front entrance, 2 in mudroom area, 2 at back of building).</p>
<p>Administrative Controls</p>	<p>Limit lunchroom use to a maximum of 6 people at a time (signage will be required). Six people limit allows one person per table and a person at each couch. The following requirements will be in place:</p> <ul style="list-style-type: none"> • Encourage staff to bring their own lunches which will be kept at their desks. • Encourage staff to eat at their desk, but to follow existing personnel policies around smell, noise, etc. • Limit staff at outdoor tables to one person per table. • There will be no access to the microwaves/fridges/coffee or any other appliances until further notice. • All dishwashers will be unavailable except the one in the lunchroom. The lunchroom dishwasher will be run daily to disinfect dishes/cutlery daily if needed. • Encourage staff to bring their own plates, cutlery, etc. which should be taken home each day. UTRCA plates, cutlery, etc. should only be used if needed. • Install hand sanitizers at both entrances to the lunchroom. <p>Managers to schedule staff teams to ensure continuity of service, should an outbreak occur.</p> <p>Staff will keep contact logs noting any staff within or outside of their team that they come within close contact with on a daily basis (within 2m or 6ft)</p> <p>Eliminate non-essential and in-person meetings. Schedule on-line meetings when feasible.</p> <ul style="list-style-type: none"> • Only essential in-person meetings as determined by managers will be allowed to be scheduled until further notice. <p>For essential in-person meetings use the larger meeting rooms and spread out or meet outside.</p>

- Only essential meetings as verified by the manager will be scheduled.
- Limit the number of participants in meetings to follow public health guidance.
- Staff will use only the Boardroom or Conservation Areas meeting rooms so that participants can be spread out.
- Outdoor meetings are encouraged if feasible. These may require additional tables or lawn chairs.

Visitors will be required to check in at the front desk with their name and company to ensure contact tracing can be done if any staff member becomes ill.

Guidelines for the use of washrooms, lockers and shower facilities shall include:

- Hand dryers will remain off. Stacks of paper towel on counter will be available for hand drying and disinfecting.
- Maximum of two people in any one of these areas at a time.
- Only two stalls and two sinks in each washroom will be accessible to ensure effective disinfecting.
- Showers remain accessible and will require disinfecting after each use.
- Cleaning supplies will be put in each locker room and washroom.
- No lockers will be available. Anything you bring in must be taken out and taken home for disinfecting.
- Wellness room will be closed until further notice. Once all WCC facilities open, including the wellness room, disinfecting supplies will be provided there.

Enclosed rooms in the WCC should be limited to the following number of occupants (signage is required for all):

- Bunker – 2 people at a time.
- Storage room – 1 person at a time.
- Plotter room – 1 person at a time.
- Flood Forecasting Room – 2 people at a time.

Other furniture/equipment considerations include:

- Water fountains locked out so only the refillable bottle part is available
- Lounge chairs moved to encourage physical distancing.

Engineering Controls

Plexiglass or other barrier will be required between many cubicles if all staff are present in the building and it is not possible to re-align their workstations. Scheduling of staff will be important to ensure physical distance can be achieved.

One stand up work station downstairs needs to be moved/relocated/removed, to allow 2 m spacing between users.

Consider moving staff to empty workstations in order to have appropriate distancing, if feasible (may not be feasible due to lack of enough workstations if

at full capacity).

Minimize face-to-face interactions by:

- IT staff should attempt to troubleshoot staff's computers remotely. Procedure for IT/Technology to be finalized
- Staff required to discuss a project should do so in a meeting room or anywhere they can spread out, and should not come into another staff person's cubicle area.
- Develop protocol with front office staff on best procedure for deliveries – designated drop off and pick up locations.

Install tape or decals on the floor around workstations where it is feasible to have people standing at a 2m distance. Most workstations cannot accommodate that distance.

Air filtration for the WCC was designed to achieve the LEED Platinum designation for new buildings and far exceeds conventional building design. As such, the following HVAC operations will continue to be monitored.

HVAC for the WCC operations functions as follows: Fresh air enters the air handling unit in the mechanical room via the ground tubes and the solar wall. The fresh air is heavily filtered through a series of metal and fiber filters at a rate of 2,500 cubic litres per second before being dispersed throughout the WCC. All filters are changed every six months.

The fresh air in the building is then continually filtered through a series 56 fan coil units that supply heating and cooling to the WCC. These metal filters are washed and cleaned every three months.

Reduce or eliminate the use of shared tools or equipment by:

- All staff to have their own equipment/tools where feasible. They will become part of the disinfecting criteria for workstations.
- All communal equipment should be put away for the time being. For example, remove binoculars from window ledge. Staff will be required to have their own for use.
- Any tools that are required to be shared should be disinfected between users. For example, printers should be disinfected before and after each use. Supplies to be kept at each alcove.

Install floor markings around commonly used areas such as printers, cutting board areas. Staff to refrain from walking behind other staff at the printers and should go around to maintain physical distancing.

Install arrows on narrow hallways to encourage one direction of travel only.

The first staff to enter the building each day or last to leave will need to enter at keypad locations. Entry for staff throughout the day will be assigned as follows:

- Teresa's staff (community education/partnerships) and Alex's staff - use

entrance behind their offices (southeast).

- Brad's and Chris H.'s staff, plus grouping of desks with Cari, Fraser and Stephanie - use entrance behind their offices (northeast).
- Tracy's and Chris T.'s staff, Eleanor and Ryan use stairs by mudroom.
- Staff in the front office (finance, Ian, Michelle) use the front door.

Stairs will be designated as follows (signage required):

- Middle stairs will be for 'UP' only.
- Stairs by mudroom will be 'DOWN' only.
- Staff entering and exiting the building may use their designated staircase and can use the stairs in either direction.
- If staff encounter someone on the stairs they will wait at the bottom or top to allow for physical distancing.

Signs to be posted at all entries to the elevator stating that only one person is permitted on at a time. The elevator is not to be used as a walk through.

Schedule 3 - OTHER UTRCA LANDS / FACILITIES and FIELD WORKPLACES

Actions Recommended

Type	Description
General	
	<p>Ensure each building or bay has a supply of hand sanitizer, wipes, gloves, masks and approved disinfectant near entrance/exit points.</p> <ul style="list-style-type: none"> • Order 4 wall connected hand sanitizers • Wall dispenser required for PPE • Maintain supplies in vehicles for field visits or dam locations • Install standing hand sanitizer at park pavilions for school programming use in fall (pending schools returning to field trips) • Signs needed parks pavilions and shelters (pending schools returning to field trips)
	<p>Create procedures and guidance material for:</p> <ul style="list-style-type: none"> • Accessing supplies without contaminating the stock. • Educate staff on new practices for workshop area. <p>Signage has already been installed. An additional 5 signs are needed.</p>
Administrative Controls	<p>Managers to schedule staff, as required.</p>
	<p>Staff are already in 'teams.'</p>
	<p>Eliminate non-essential in-person meetings.</p>
	<p>For essential in-person meetings:</p> <ul style="list-style-type: none"> • Conduct in larger meeting spaces. • Site visits with private landowners will only be conducted outside.
	<p>Create visitor logs at workplaces:</p> <ul style="list-style-type: none"> • Maintain visitor logs. • Private lands program already maintains log.
	<p>Encourage employees to bring and eat lunch at their desk if they are able to follow the policies set out in the UTRCA personnel policies. Examples include;</p> <ul style="list-style-type: none"> • Staff in Motor Pool building already eat at desk. • Community Education staff will either eat at Watson Porter Pavilion or Community Ed Bay. • Field staff will eat in their own bays if at workshop or in trucks or outside. <p>Establish guidelines for the use of washrooms, lockers and shower facilities:</p> <ul style="list-style-type: none"> • No showers.

Type	Description
	<ul style="list-style-type: none"> • Assigned lockers so not an issue. • Need to determine field washroom needs in event public facilities are not available. <ul style="list-style-type: none"> • Install a wall mounted hand sanitizer near bay keypad and fuel pump with signs to remind staff to wash hands after use (hand sanitizer will heat up in direct sunlight - build a shelter to shade the hand sanitizer). • Place proper signage in areas where there are high touch surfaces such as chemical storage and power washer to remind staff to wash hands after use. • Each washroom should be equipped with soap, hand sanitizer, paper towels and disinfectant wipes. • Install a stand up hand sanitizer outside washrooms with sign to remind staff to wash hands after leaving. • Have wipes in each bay for staff to wipe down door knobs, light switches, and garage door button after use. • UTRCA vehicles should be wiped down after site visits if a different user is using it the following day. <p>Reduce or eliminate the use of shared tools or equipment. If not possible, require an employee disinfect the tool or equipment before and after each use. To assist, designate a lead for each bay to be responsible for replenishing supplies</p> <p>Main workshop at the FCA - mark the SE man door as the main door with further instructions to access washrooms.</p>
Engineering Controls	<p>Build a shelf for drop offs from suppliers for Motor Pool. Create SOP for deliveries.</p> <p>To ensure physical distancing, install sign for K. Gouweloos's office to limit staff walking in.</p> <p>To reduce the potential for airborne exposure when working in bays, keep garage doors open if weather allows, otherwise limit number of staff in each bay during extended work (2 max).</p> <ul style="list-style-type: none"> • Motor pool bays can run exhaust fans for ventilation. • Prop doors open at facilities where staff are working, bays, dams, pavilions, etc.

7.0 APPENDICES

Appendix A – Mental Health Resource

Ministry of Health

COVID-19 Fact Sheet: Resources for Ontarians Experiencing Mental Health and Addictions Issues During the Pandemic

Key Messages

Ontarians are suffering from increased anxiety due to COVID-19 and related uncertainties. Ontarians with mental health and addictions issues are particularly vulnerable and may experience increased anxiety or worsening of existing mental and addictions symptoms.

The Centre for Addiction and Mental Health (CAMH) has released [strategies to maintain your mental wellness during the COVID-19 pandemic](#) to provide information and suggestions about how best to cope in this difficult time. Here are some ideas that might be helpful (further details provided on the CAMH strategy page):

- Consider and accept that some fear and anxiety is normal;
- Seek credible information (i.e., information provided by experts and reputable sources);
- Assess your personal risk;
- Seek support;
- Get proper rest and sleep;
- Stay active.

Please be aware that some providers are modifying how they deliver services to better protect their clients and employees from COVID-19; it may be more challenging at this time to connect with your existing publicly funded mental health and addictions provider or peer support group. The Ministry is working with providers to find ways to support both new and existing clients.

Public Resources

If you feel like you need additional mental health and addictions support, the following resources are available in Ontario free of charge:

- Your primary care provider, who may be able to provide treatment and support or provide a referral to local mental health and addictions supports over the phone.
- [ConnexOntario](#) (1-866-531-2600), Ontario's mental health, addictions and problem gambling help line, which can provide contact information for local mental health and addictions services and supports, including crisis lines.
- Visit [Big White Wall](#), a 24/7 anonymous online education and discussion platform for mental health support.
- Visit [bouncebackontario.ca](#) to access their guided self-help program using workbooks, with phone coaching support, or ask your primary care provider for a referral.
- Children and youth under 18 can locate mental health services through the [Ontario.ca](#) and [Kids Help Phone](#) websites, or contact the [Kids Help Phone](#) (1-800-668-6868) or [Good2Talk](#) helplines for 24/7 support, if they need someone to talk to.
- [mindyourmind](#) is a mental health website with interactive tools and resources to build capacity and resilience for youth and young adults.

Visit [Ontario.ca](#) for the latest information and advice on COVID-19, including a [self-assessment tool for COVID-19](#).

Ontarians may wish to apply for the federal [Canada Emergency Response Benefit](#) if you are facing additional financial pressures due to COVID-19.

Appendix B – Direction from MECP

Ministry of the Environment,
Conservation and Parks

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



Office of the Minister

Bureau du ministre

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

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

March 26, 2020

TO: Conservation Authorities as listed in the attached **Schedule “A”**

SUBJECT: Minister’s Direction for Conservation Authorities during the COVID-19
Outbreak

As the COVID-19 outbreak continues to evolve locally and globally, I am writing to provide direction on how conservation authorities can continue operations while maintaining a safe physical distance. To ensure conservation authorities can continue to conduct meetings and hearings as necessary, we are giving conservation authorities the ability to amend their administrative by-laws to allow for virtual meetings, including by teleconference.

As such, I am issuing this Minister’s Direction (“**Direction**”) pursuant to subsection 19.1 (7) of the *Conservation Authorities Act*. This Direction applies to all conservation authorities in Ontario, listed in **Schedule “A”** as attached. For greater certainty, this Direction also applies to conservation authorities when meeting as a source protection authority under the *Clean Water Act, 2006*.

The *Conservation Authorities Act* requires that, “[e]very meeting held by the authority shall be open to the public, subject to such exceptions as may be specified in the by-laws of the authority.” Further, at any meeting that is held, “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”. It has been brought to my attention that the administrative by-laws that conservation authorities have adopted pursuant to subsection 19.1 (1) of the Act may create barriers in meeting these provisions of the Act during this time of emergency, where in-person attendance may not be feasible.

The primary purpose of this Direction is to enable conservation authorities to convene a meeting electronically in order to make the necessary amendments to their by-laws to deal with emergencies. This Direction identifies the minimum areas where the by-laws should be amended, in the manner deemed appropriate by the authority, to make provision for emergency situations. However, each conservation authority, depending on their individual by-laws, may identify the need to make other necessary amendments to respond to emergencies.

Accordingly, I am directing that the conservation authority review and amend their by-laws, as applicable, to ensure they comply with the following Direction and take the other necessary steps as set out in this Direction.

Electronic participation, emergencies

1. During any period where an emergency has been declared to exist, in all or part of an area over which a conservation authority has jurisdiction, under section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act*, that may prevent members of the authority from meeting in person, the by-laws provide:
 - a. That members of the authority be permitted to participate in meetings electronically, which shall include the ability of those members participating electronically to register votes.
 - b. That any member of the authority who is participating electronically in a meeting may be counted in determining whether or not a quorum of members is present at any point in time during the meeting in accordance with the requirement in subsection 16 (2) of the *Conservation Authorities Act*.
 - c. That any member of the authority can participate electronically in a meeting that is closed to the public.
 - d. That any hearing or appeal that is dealt with in the by-laws can be conducted electronically with provisions for applicants and their agents to participate, if the conservation authority holds any such hearing or appeal during any period where an emergency has been declared to exist.

Meetings open to the public

2. Conservation authorities must continue to implement best practices to make board meetings open to the public in accordance with subsection 15 (3) of the *Conservation Authorities Act*. Where possible, conservation authorities must provide for alternative means to allow the public to participate in any meetings electronically.

General, emergency measures

3. If there is anything that is required to be done under the by-laws during the emergency, including the holding of an annual general meeting, that the by-laws permit postponement to a later date.

Publication of information

4. The conservation authorities listed in Schedule "A" shall make this Direction publicly available on a website or other electronic means.

5. In accordance with subsection 19.1 (4) of the *Conservation Authorities Act*, an authority shall make any by-laws that are amended in accordance with this Direction available to the public in the manner it considers appropriate.

Implementation procedure

6. A conservation authority may hold a special meeting to amend a by-law for the purposes of implementing this Direction.
7. Despite any provision in a by-law made under subsection 19.1 (1) of the *Conservation Authorities Act*, members of the authority can participate electronically in any special meeting that is required to implement this Direction.
8. A member of the authority that is participating electronically in such a special meeting may be counted in determining whether or not a quorum of members is present at any time during the meeting.

Effective date

9. This Direction is effective immediately. 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.

If you have any questions related to this Direction, please contact:

Chloe Stuart
Assistant Deputy Minister, Land and Water Division, MECP
Robinson PI South Tower, 6th Floor
300 Water Street
Peterborough ON K9J 3C7
(705) 755-5341
chloe.stuart@ontario.ca

To learn more about how the province continues to protect Ontarians from COVID-19, please visit www.ontario.ca/coronavirus.

Sincerely,



Jeff Yurek
Minister of the Environment, Conservation and Parks

- c: The Honourable Steve Clark, Minister of Municipal Affairs and Housing
The Honourable John Yakabuski, Minister of Natural Resources and Forestry
Ms. Kim Gavine, General Manager, Conservation Ontario

SCHEDULE "A" CONSERVATION AUTHORITIES

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
Chris Wilkinson
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
Deborah Martin-Downs
deb.martindowns@cvc.ca

Crowe Valley CA

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

Essex Region CA

Suite 311
360 Fairview Ave West
Essex ON N8M 1Y6
Richard Wyma
rwyma@erca.org

Ganaraska Region CA

Box 328
2216 County Road 28
Port Hope ON L1A 3V8
Linda Laliberte
llaliberte@grca.on.ca

Grand River CA

Box 729
400 Clyde Road
Cambridge ON N1R 5W6
Samantha Lawson
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

Halton Region CA

2596 Britannia Road West
Burlington ON L7P 0G3
Hassaan Basit
hbasit@hrca.on.ca

Hamilton Region CA

P.O. Box 81067
838 Mineral Springs Road
Ancaster ON L9G 4X1
Lisa Burnside
lisa.burnside@conservationhamilton.ca

Kawartha Region CA

277 Kenrei (Park) Road
Lindsay ON K9V 4R1
Mark Majchrowski
mmajchrowski@kawarthaconservation.com

Kettle Creek CA

R.R. #8
44015 Ferguson Line
St. Thomas ON N5P 3T3
Elizabeth VanHooren
elizabeth@kettlecreekconservation.on.ca

Lake Simcoe Region CA

Box 282
120 Bayview Parkway
Newmarket ON L3Y 3W3
Mike Walters
m.walters@lsrca.on.ca

Lakehead Region CA

Box 10427
130 Conservation Road
Thunder Bay ON P7B 6T8
Tammy Cook
tammy@lakeheadca.com

Long Point Region CA

4 Elm Street
Tillsonburg ON N4G 0C4
Judy Maxwell
jmaxwell@lprca.on.ca

Lower Thames Valley CA

100 Thames Street
Chatham ON N7L 2Y8
Mark Peacock
mark.peacock@ltvca.ca

Lower Trent Region CA

R.R. #1
714 Murray Street
Trenton ON K8V 5P4
Rhonda Bateman
rhonda.bateman@lrc.on.ca

Maitland Valley CA

Box 127
1093 Marietta Street
Wroxeter ON N0G 2X0
Phil Beard
pbeard@mvca.on.ca

Mattagami Region CA

100 Lakeshore Road
Timmins ON P4N 8R5
David Vallier
david.vallier@timmins.ca

Mississippi Valley CA

10970 Highway 7
Carleton Place ON K7C 3P1
Sally McIntyre
smcintyre@mvc.on.ca

Niagara Peninsula CA

250 Thorold Road West, 3rd Floor
Welland ON L3C 3W2
Chandra Sharma
csharma@npca.ca

Nickel District CA

199 Larch St
Suite 401
Sudbury ON P3E 5P9
Carl Jorgensen
carl.jorgensen@conservationsudbury.ca

North Bay-Mattawa CA

15 Janey Avenue
North Bay ON P1C 1N1
Brian Tayler
brian.tayler@nbmca.ca

Nottawasaga Valley CA

8195 Line 8
Utopia ON L0M 1T0
Doug Hevenor
dhevenor@nvca.on.ca

Otonabee Region CA

250 Milroy Drive
Peterborough ON K9H 7M9
Dan Marinigh
dmarinigh@otonabeeconservation.com

Quinte CA

R.R. #2
2061 Old Highway #2
Belleville ON K8N 4Z2
Brad McNevin
bmcnevin@quinteconservation.ca

Raisin Region CA

PO Box 429
18045 County Road 2
Cornwall ON K6H 5T2
Richard Pilon
richard.pilon@rrca.on.ca

Rideau Valley CA

Box 599
3889 Rideau Valley Dr.
Manotick ON K4M 1A5
Sommer Casgrain-Robertson
sommer.casgrain-robertson@rvca.ca

Saugeen Valley CA

R.R. #1
1078 Bruce Road #12, Box #150
Formosa ON N0G 1W0
Dick Hibma
d.hibma@svca.on.ca

Sault Ste. Marie Region CA

1100 Fifth Line East
Sault Ste. Marie ON P6A 6J8
Corrina Barrett
cbarrett@ssmrca.ca

South Nation River CA

38 Victoria Street
P.O. Box 29
Finch ON K0C 1K0
Angela Coleman
acoleman@nation.on.ca

St. Clair Region CA

205 Mill Pond Crescent
Strathroy ON N7G 3P9
Brian McDougall
bmcdougall@scrca.on.ca

Toronto and Region CA

101 Exchange Avenue
Vaughan ON L4K 5R6
John MacKenzie
john.mackenzie@trca.ca

Upper Thames River CA

1424 Clarke Road
London ON N5V 5B9
Ian Wilcox
wilcoxi@thamesriver.on.ca

Appendix C – UTRCA Infectious Disease Policy

9.08

Preventing Infectious Disease in the Workplace Policy

Intent

This policy was developed to help prevent the spread of infectious diseases in the workplace during a pandemic outbreak. The precautionary measures have been developed using advice and information obtained from the World Health Organization and the Government of Canada. Each pandemic outbreak may have different requirements to be fulfilled to comply with government directives. During each pandemic, a specific plan will be developed.

Guidelines

The Upper Thames River Conservation Authority (UTRCA) will work to achieve a workplace that follows all precautionary measures identified by applicable governmental bodies and public health authorities to reduce the spread of infectious diseases.

Employee Responsibilities

All employees should ensure they understand and comply with the infection prevention policies and practices outlined within this policy. All employees must follow and comply with the appropriate standard operating procedures that have been developed for tasks they perform.

Employer Responsibilities

To ensure that UTRCA continues to provide a healthy and safe workplace during a pandemic, the following measures have been implemented. In addition, the UTRCA continues to stay updated on guidelines and information provided from the World Health Organization and the Government of Canada, and on measures implemented at a provincial level.

- Use risk-informed decision-making guidelines for workplaces and businesses during the pandemic to help develop policies and procedures.
- Continue to communicate with employees and customers about the infectious disease, including the measures we are taking to prevent the spread of the disease.
- Post signs asking ill clients customers and employees to stay away from the premises.
- Post signs encouraging physical distancing, good respiratory hygiene, hand hygiene, and other healthy practices.
- Where feasible, implement measures to reduce physical contact, such as teleworking arrangements, flexible hours, staggered start times, and encouraging the use of e-mail, videoconferencing and teleconferencing.
- Postpone all non-essential meetings or travel until clearance is received from the Government of Canada or the local health authority.
- Continually evaluate the workplace for areas where people have frequent contact with each other and shared spaces and objects to look at measures to reduce contact.
- Ensure increased cleaning of high-contact areas.
- Evaluate and implement ways that employees can practice physical distancing, such as increasing distance between desks, workstations, and people in queues and installing barriers.

- Minimize interactions between customers and employees.
- Implement and follow increased cleaning guidelines:
 - Make hand sanitizer available at all entries, kitchens, meeting rooms and other common areas.
 - Clean and disinfect all high-traffic areas and frequently touched areas (such as door handles, fridge handles, microwaves, printers, photocopiers) twice daily.
 - Provide cleaning wipes that are at least 70% alcohol to ensure proper disinfection, or use other approved disinfectant sprays and solutions in common areas and workspaces such as washrooms, kitchen alcoves, storage bays, dams, alarm system key pads etc. for employees to clean workspaces.
 - Ensure proper contact time for disinfectants
- Ensure that workspaces are well-ventilated.
- Ensuring all tasks/equipment procedures are reviewed and updated to reflect pandemic situations

General Precautions & Procedures

Hand Hygiene

- Wash hands frequently. Thoroughly wash hands with soap and water or an alcohol-based rub. Wash hands for at least 20 seconds.
- Avoid touching your face (specifically your eyes, nose, and mouth) as much as possible.
- Cover your mouth when coughing, sneezing, and yawning with a tissue or with the bend of your arm, not your hand.
- Avoid touching surfaces people touch often.
- Instead of a handshake, give a friendly wave.
- Use any necessary personal protective equipment as directed.

REDUCE THE SPREAD WASH YOUR HANDS.



1-833-784-4397

@canada.ca/coronavirus

Glove Removal

Remove disposable gloves as follows:

- Remove gloves using a glove-to-glove/skin-to-skin technique. First, grasp the outside of one glove at the palm.
- Peel glove away from the palm toward the fingers, rolling the glove inside-out. Be careful not to touch your skin with your gloved hand. The contamination is now on the inside. Ball the glove up and hold in your other gloved hand.
- Carefully slide the un-gloved index finger inside the wrist band of the gloved hand. Avoid touching the outside of the glove because that is the contaminated region.
- Gently pull outwards and toward the fingers, removing the glove inside out and keeping the first glove balled up inside.
- Pull the glove off so that the first glove ends up inside the second glove and no part of the outside is exposed. Throw away both gloves in the garbage right away.
- Wash your hands thoroughly with soap and water or alcohol-based sanitizer as soon as possible after removing the gloves and before touching non-contaminated objects and surfaces.

Steps to Take Off Gloves

Gloves should be removed with care to avoid skin contact with the outside of the glove.



Workspace Cleaning

Use appropriate products provided by the UTRCA to clean and disinfect items such as your desk, work surface, phones, keyboards, and electronics, at least twice daily and more often if they are visibly soiled. As such, workspaces should remain cleared with a limited amount of personal items to allow proper cleaning to occur.

Physical Distancing

- Keep a distance of at least two metres between you and anyone else, including your co-workers, clients and customers.
- Ensure an adequate distance between desks, tables, and workstations.
- Reduce or eliminate activities that require close physical proximity or contact with people, such as team meetings.
- Refrain from congregating for breaks and lunch breaks as much as possible.
- Limit any necessary personal proximity to others to the shortest time possible.

Masks

- If employees are unable to keep a distance of at least two metres between themselves and anyone else, a mask will be required for all parties doing that task.
- Masks are not to be used as a substitute for physical distancing and should only be used in circumstances where there are no other options.
- Employees will be supplied with a mask if required, but their own mask can be brought in, as long as it meets safety requirements.
- Before putting on a mask, clean hands with alcohol-based hand rub or soap and water.
- Cover mouth and nose with mask and make sure there are no gaps between your face and the mask.
- Avoid touching the mask while using it; if you do, clean your hands with alcohol-based hand rub or soap and water.
- Replace the mask with a new one as soon as it is damp. Do not re-use single-use masks. Homemade masks should be washed after each shift.
- To remove the mask: remove it from behind (do not touch the front of mask); discard immediately in a closed bin; clean hands with alcohol-based hand rub or soap and water.
- Masks are effective only when used in combination with frequent hand-cleaning with soap and water or alcohol-based hand rub.

Updates to Management

- Provide updated emergency contact information to your manager.
- Consider whom the UTRCA should call if you require transportation home from work.
- Immediately notify management if you rely on public transport to get to work and have no means to safely get home if you start to feel ill while at work.

Self-Isolation

If you have a symptom of the pandemic disease or think you might have such a symptom, do not come to work. It is critical that if you have at least one symptom of the disease (e.g., fever, cough, or difficulty breathing) or even mild symptoms, you must stay home to avoid spreading illness to others. Mild symptoms may be similar to a cold or flu.

Additional actions you should take include:

- Immediately isolating yourself to prevent any possible spread of the disease;
- Contacting your local public health authority and following their advice;
- Notifying the UTRCA by calling or emailing your supervisor; and
- Remaining away from work until you have been advised to return by your public health authority, normally after a minimum of 14 days.

You need to self-isolate if you:

- Have symptoms, even if mild, associated with the pandemic disease;
- Have been diagnosed with the disease;
- Are waiting for laboratory test results after being tested for the disease; or
- Have been advised to self-isolate by your regional public health authority.

Self-isolating means:

- Staying home until the regional public health authority says you are no longer at risk of spreading the virus; and
- Avoiding contact with others.

If your symptoms worsen, immediately contact your healthcare provider or public health authority and follow their instructions.

Developing Symptoms at Work

If you develop even mild symptoms while at work:

- Separate yourself from others;
- Contact your supervisor or manager using a telephone or by e-mail;
- Notify your supervisor or manager where you worked that day;
- Disclose any interactions with fellow employees, customers, or others; and
- Disclose any equipment you used, items you handled, or surfaces you touched.

If you drove yourself to work, immediately go home and start self-isolating. If you took public transport, your manager will contact either your emergency contact or the local public health authority or non-emergency services to ensure that you are safely returned home.

Do not return to work until your public health authority advises it is safe to do so. The quarantine period will likely last a minimum of 14 days.

The following personal protective equipment is available and provided based on the following situations:

- Gloves for employees who are in direct contact with an ill person or a contaminated object or environment. Hands must be washed before putting on gloves and immediately after removing gloves. While wearing gloves, employees must refrain from touching their face. Gloves should be frequently removed and disposed of to limit contact transfer.
- Heavy-duty gloves will be provided to cleaning staff.
- Non-surgical masks.
- Other personal protective equipment may be supplied as required by public health authority.

Self-Monitoring

You need to self-monitor if you have no symptoms but may have been exposed to the disease in the last 14 days, are in close contact with elderly people or medically vulnerable people, or have been instructed to self-monitor by your public health authority.

Self-monitoring means to:

- Monitor yourself for 14 days for symptoms of respiratory illness, such as cough, fever, and difficulty breathing; and
- Avoid crowded places and increase your personal space from others whenever possible.

If you develop symptoms, self-isolate immediately and contact your public health authority as soon as you are able.

Assessment Resources

If you are having difficulty breathing or experiencing other severe symptoms, call 911 immediately. Advise them of your symptoms and travel history.

If you are concerned about disease exposure, you can use an online self-assessment tool to determine whether you are likely infected. Please visit the appropriate provincial government websites for self-assessments.

Work-Related Travel

- Non-essential travel is postponed until further notice.
- Employees should travel to work sites individually in a fleet vehicle or their personal vehicle to maintain the 2 metre radius recommendation for physical distancing. Employees using their personal vehicle to travel to and from a work site are eligible for mileage reimbursement.
- If possible, fleet vehicles are to be assigned to individuals and not shared.
- If using a fleet vehicle, thoroughly wipe down the steering wheel, door handles and all controls with cleaning supplies found in each vehicle, before and after using the vehicle.

CONTRACTORS

- If any contracted work can be postponed that should be given first consideration.
- If any contractor is working at a UTRCA work site/location or is bringing materials to a location and they are exhibiting flu-like symptoms, employees must ask them to leave the area and report the incident to their supervisor.
- The company name, contractor name (if available), date, time and symptoms observed should all be noted.
- The supervisor must follow up with the company representative to advise that symptoms were observed, and to advise that the contractor will not be allowed to return to the work site for at least 14 days from the date of the report.

DELIVERIES

- Delivery people coming to a UTRCA work site or location should be directed to place any packages and signing sheets within a designated drop-off spot at least 2 metres from any employees receiving deliveries. The delivery person should step back at least 2 metres once the package is placed in the drop-off spot while the materials are signed for and retrieved.

DOCUMENT MANAGEMENT

- Employees should wear disposable gloves when handling documents, signing sheets and touching other materials or surfaces that may have been handled previously. Note: Safety (work) gloves for PPE purposes are to be worn in the usual manner and should not be used as an alternative for disposable gloves.

VISITORS TO THE WATERSHED CONSERVATION CENTRE

- All visitors must enter the building via the front doors. Do not let any visitors enter the building with you via employee entrances.
- All visitors must sign in to the building upon entry and sign out upon exit, giving details on where they went in the building, who they were in contact with, and their contact information.
- Do not offer beverages or snacks to visitors.

TEMPORARY WORKPLACE ACTIONS

- Remove at least 50% of chairs from meeting rooms and lunch rooms.
- Keep walls open between Meeting Rooms 1 and 2 in WCC.
- Employees may eat their lunches at their workstations.
- Employees must sanitize tables, chairs, door handles, locks, thermostats, light switches, computer keyboard and mouse, remotes, and phones in meeting rooms before and after each meeting.
- Eliminate all external agency meetings unless hosted by a UTRCA employee.
- Employees must only use the washrooms on the floor where their desk is located.
- Wellness Room and Locker Rooms are closed.
- No general public access to WCC or workshop washrooms except for delivery people.
- Employees must use only the desks, phones, cubicles, equipment, etc. to which they are assigned.
- The best choice for an essential in-person meeting location is outside, at least 2 metres apart. The second choice is a large room, 2-3 metres apart. Meetings should be kept as short as possible, as the formula for a *Successful Infection = Exposure to Virus x Time*. Ten minutes or less is ideal.

Symbols used in Standard Operating Procedures

	Mask
	Eye protection
	Gloves
	Physical Distancing
	No Groups Over 5 People
	Cover Cough
	Do Not Touch Your Face
	Wash Hands
	Disinfectant Spray
	Use Paper Towels
	Disinfect Surface
	Dispose of Garbage Immediately in a Sealed Container or Bag

Appendix D – Staff Contact Log

Following is an example Staff Contact Log.

Employee Name: _____

Please document any persons you feel you have come in contact with, from whom you have not been able to physically distance and no masks or barriers were in place (less than 2 metres).

Contact Name	Contact Information	Date and Time

Appendix E – Additional Resources

BEST MANAGEMENT PRACTICES & GUIDANCE

Health and safety Guidance material was utilized to develop the resuming operations plan. These materials are found online at: <https://www.ontario.ca/page/resources-prevent-covid-19-workplace>

The government, in partnership with health and safety associations, has released more than [100 health and safety guidance documents](#) at [Ontario.ca/COVIDsafety](https://www.ontario.ca/COVIDsafety) to help employers in multiple sectors — including retail, restaurant and food services and child care — keep spaces safe for workers and customers. As they prepare to reopen, employers are strongly advised to review these guidance documents and implement appropriate measures to help protect their workers and customers.

APPLICABLE LEGISLATION:

Prior to developing a plan to resume operations, we must ensure compliance with the *Emergency Management and Civil Protection Act* and applicable orders and regulation made under the [act](#).

- Effective May 16th, 2020 – Marinas, boat clubs and public boat launches permitted to be open for recreational use ([News Release](#), [Regulation](#))
- Effective May 16th, 2020 – Private parks and campgrounds permitted to open to enable preparation for the seasons and to allow access for trailers and recreational vehicles whose owners have a full season contract ([News Release](#), [Regulation](#))
- Effective May 19th, 2020 – Outdoor recreational amenities, including outdoor sports facilities and multi-use fields, off-leash dog parks, and outdoor picnic sites, benches and shelters in parks and recreational areas permitted to re-open ([News Release](#), [Regulation](#))
- Effective May 19th, 2020 – Retail services (not in shopping malls, separate street-front entrances) permitted to open where physical distancing measures can be put in place ([News Release](#), [Regulation](#))
- Effective May 19th, 2020 – Lifting limits on construction activities (all construction activities or projects and related services that support construction activities or projects, including demolition services, can commence or restart) ([News Release](#), [Regulation](#))
- Effective March 26th, 2020 – while this Order is in effect drinking water systems tests may be conducted by non-certified staff as required by the Regulation. A person who is not a certified operator or water quality analyst may conduct testing if the person, has been trained by a certified operator, works under the supervision of the certified operator and immediately advised the supervising operator of all test results as outlined in the [Regulation](#)



June 3, 2020

The Honourable Jeff Yurek
Minister of Environment, Conservation and Parks (MECP)
777 Bay Street, 5th Floor
Toronto, ON, M7A 2J3

Sent via email to: minister.mecp@ontario.ca

Re: Conservation Authorities: Next Steps

Dear Minister Yurek,

On behalf of our member conservation authorities (CAs), I am writing to lend our support for AMO's May 19th letter to you in which they express concerns about the next steps to be taken with Conservation Authorities.

It is understood and supported that managing COVID-19 related activities is everyone's immediate priority, and, it is also agreed that moving forward in the transformation of the Conservation Authority and municipal relationship needs to occur in a manageable way.

Conservation Ontario has been surveying the CAs on disruptions and impacts to their delivery of programs and services, as well as, considering how we can support all levels of government in economic stimulus and job recovery during and post-COVID-19. While the impact is variable across the CA community, all have experienced significant revenue reductions, which in some cases has resulted in layoffs of permanent staff and seasonal staff not being hired (including some who support the flood management program), cancellation of programs (many of which are revenue-generating), and, closure of conservation areas. All these impacts have certainly had broader impacts to the local economies across the Province but can be resolved with time, collaboration and support tools. CAs are very keen to support all levels of government in economic recovery and job creation with shovel ready projects.

Conservation Authorities share AMO's concerns with regard to the impacts of COVID-19 on municipal (and CA) workloads. In particular, we have heard concerns with regard to the potential additional complexity to the CA/municipal budgeting process if there are no clear communication protocols and tools available to facilitate changes that CAs and municipalities will need to implement. Some conservation authorities and municipalities have even gone so far as to suggest that this is not the right time to be creating any new pressures on CA/Municipal budget

processes, particularly in the midst of dealing with impacts from COVID-19 and the need for economic recovery.

The above is one example of challenges that might be experienced in implementing amendments made under the *Conservation Authorities Act*. As you and your staff move forward with finalizing your analysis of feedback from consultations to date, we ask that the Ministry meet with Conservation Ontario staff and AMO staff jointly to discuss outcomes and approaches to move forward efficiently.

Finally, Conservation Ontario also supports the Province moving forward as expeditiously as possible to finalize the Section 28 regulation consultations being led by the Ministry of Natural Resources and Forestry [i.e. ERO#013-4992: “Focusing conservation authority development permits on the protection of people and property”] as well as updates to the supporting technical guides. Progress in this important business area would be consistent with concerns raised in the MECP Stakeholder Engagement sessions, and with priorities identified in the Made-in-Ontario Environment Plan, and, Ontario’s Flooding Strategy. The Section 28 Regulations are a critical component of Ontario’s approach to reducing risks posed by flooding and other natural hazards and strengthening Ontario’s resiliency to extreme weather events.

Thank you for your consideration in support of all our efforts to continue to serve Ontarians during these challenging times while moving forward on your vision for Conservation Authorities in Ontario. We look forward to continuing to work together in this regard and CO staff are available at your convenience.

Sincerely,

A handwritten signature in black ink that reads "Wayne Emmerson". The signature is written in a cursive style with a large, stylized initial 'W'.

Wayne Emmerson
Chair, Conservation Ontario

c.c.

The Honourable John Yakabuski, Minister of Natural Resources and Forestry
The Honourable Steve Clark, Minister of Municipal Affairs and Housing (MMAH)
Jamie McGarvey, President, Association of Municipalities of Ontario
CAOs, All Conservation Authorities

To: UTRCA Board of Directors
From: Tracy Annett, Manager – Environmental Planning and Regulations
Date: June 16, 2020 **Agenda #:** 7.2
Subject: Administration and Enforcement - Section 28 **Filename:** D:\Users\annett\Documents\GroupWise\9132-1.doc
Status Report – Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation (O.Reg157/06)

Section 28 Report:

The attached table is 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 summary covers the period from May 16, 2020 to June 16, 2020.

Of the reported violations last month, about a quarter did not require follow-up and were provided for information purposes only. Of the remaining, updates have been provided for half of the outstanding reports while the others continue to be ongoing. It is noted, through discussions with other conservation authority staff, the number of violations has increased for many CA's during this time.

Recommended by:

Tracy Annett, MCIP, RPP, Manager
Environmental Planning and Regulations

Prepared by:

Cari Ramsey
Environmental Regulations Technician

Jessica Schnaithmann
Land Use Regulations Officer

Brent Verscheure
Land Use Regulations Officer

Karen Winfield
Land Use Regulations Officer

**SECTION 28 STATUS REPORT
SUMMARY OF APPLICATIONS FOR 2019**



DEVELOPMENT, INTERFERENCE WITH WETLANDS AND ALTERATIONS TO SHORELINE AND WATERCOURSES REGULATION
ONTARIO REGULATION 157/06

Report Date: May 16 to June 16, 2020

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Standards	Staff
13-20	London	Mud Creek - London	Major	Complex	Proposed Construction of Mud Creek East Branch Works - Phase 1	29-Jan-2020	15-May-2020	12-Jun-2020	20-May-2020	YES	Verscheure
16-20	Zorra	Part Lot 22, Concession13	Major	Restoration/Creation	Proposed wetland enhancement/restoration	16-Jan-2020	19-May-2020	16-Jun-2020	4-Jun-2020	YES	Winfield
32-20	London	84 Tallwood Circle	Major	Development	Proposed single family residential adjacent to Masonville Creek	8-May-2020	12-May-2020	9-Jun-2020	28-May-2020	YES	Verscheure
44-20	West Perth	Between Arthur Street North and Arthur Street South	Minor	Utility Corridor	Proposed cable Duct Installation Undercrossing Whirl Creek	31-Mar-2020	19-May-2020	9-Jun-2020	5-Jun-2020	YES	Schnaithmann
49-20	Middlesex Centre	Sherwood Drain	Minor	Municipal Drain	Proposed cleanout of 1900 metres of a Class F drain	4-Apr-2020	4-Apr-2020	25-Apr-2020	15-Jun-2020	NO	Ramsey
50-20	Thames Centre	Howe Drain	Minor	Municipal Drain	proposed full cleanout of 1400 metres of a Class F drain	28-Apr-2020	28-Apr-2020	19-May-2020	15-Jun-2020	NO	Ramsey
51-20	Thames Centre	Gilbert Drain	Routine	Municipal Drain	proposed bottom cleanout of 375 metres of a Class F drain	25-Mar-2020	25-Mar-2020	8-Apr-2020	15-Jun-2020	NO	Ramsey
52-20	Thames Centre	McBeth Drain	Routine	Municipal Drain	bottom cleanout and minor brushing of 400 metres of Class F drain	30-Mar-2020	30-Mar-2020	13-Apr-2020	15-Jun-2020	NO	Ramsey

**SECTION 28 STATUS REPORT
SUMMARY OF APPLICATIONS FOR 2019**



DEVELOPMENT, INTERFERENCE WITH WETLANDS AND ALTERATIONS TO SHORELINE AND WATERCOURSES REGULATION
ONTARIO REGULATION 157/06

Report Date: May 16 to June 16, 2020

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Standards	Staff
53-20	London	46 Havonwood Way	Minor	Development	Reconstruction of existing retaining wall along north property line	5-May-2020	7-May-2020	28-May-2020	20-May-2020	YES	Schnaithmann
55-20	Perth South	Road 134 south of Line 16	Minor	Municipal Project	Proposed Installation of Erosion Protection Associated with Bridge Crossing the Avon River.	23-Apr-2020	27-May-2020	17-Jun-2020	11-Jun-2020	YES	Winfield
56-20	Perth South	Line 15, West of Road 134	Minor	Municipal Project	Proposed Installation of Erosion Protection Associated with Bridge Crossing the Avon River.	23-Apr-2020	27-May-2020	17-Jun-2020	11-Jun-2020	YES	Winfield
57-20	Perth South	Line 2, West of Road 141	Minor	Municipal Project	Proposed Installation of Erosion Protection Associated with Bridge Crossing Nineteen Creek	23-Apr-2020	27-May-2020	17-Jun-2020	11-Jun-2020	YES	Winfield
61-20	Woodstock	375 Masters Drive	Minor	Development	Construction of greenhouse adjacent Sally Creek.	15-May-2020	15-May-2020	5-Jun-2020	19-May-2020	YES	Winfield
62-20	Perth South	Line 20	Major	Municipal Drain	Proposed watercourse alteration and culvert replacements associated with the Davis Municipal Drain.	29-Apr-2020	29-Apr-2020	27-May-2020	1-Jun-2020	NO	Winfield
63-20	Woodstock	1200 Dundas Street	Minor	Development	Proposed realignment of the Newman Municipal Drain	12-May-2020	12-May-2020	2-Jun-2020	1-Jun-2020	YES	Winfield
64-20	Perth East	2911 Line 34	Minor	Development	Proposed addition to existing dwelling	25-May-2020	26-May-2020	16-Jun-2020	5-Jun-2020	YES	Schnaithmann

**SECTION 28 STATUS REPORT
SUMMARY OF APPLICATIONS FOR 2019**



**DEVELOPMENT, INTERFERENCE WITH WETLANDS AND ALTERATIONS TO SHORELINE AND WATERCOURSES REGULATION
ONTARIO REGULATION 157/06**

Report Date: May 16 to June 16, 2020

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Standards	Staff
65-20	London	600 Sunningdale Road West	Minor	Development	Proposed Axford Drain pedestrian crossing culvert replacement	27-Apr-2020	12-May-2020	2-Jun-2020	27-May-2020	YES	Verscheure
66-20	London	Foxwood Developments - Phase 3 (Sunningdale and Hyde Park Road)	Minor	Development	Proposed Grading and Servicing with Stormwater Outlet into Regulated Watercourse	6-May-2020	26-May-2020	16-Jun-2020	27-May-2020	YES	Verscheure
67-20	zorra	31st Line south of Road 96	Routine	Utility Corridor	Proposed Cable Duct Installation Undercrossing Harrington Creek	9-Apr-2020	5-Jun-2020	19-Jun-2020	5-Jun-2020	YES	Winfield
68-20	Middlesex Centre	194 Edgewater Boulevard	Major	Development	Proposed Construction of New Single Family Residence and Attached Garage	6-May-2020	6-May-2020	3-Jun-2020	2-Jun-2020	YES	Winfield
69-20	Middlesex Centre	203 Union Avenue, Komoka	Minor	Development	Proposed Deck adjacent Oxbow Creek	26-May-2020	26-May-2020	16-Jun-2020	4-Jun-2020	YES	Winfield
70-20	West Perth	Line 39, Lot 3, Concession 4, Crossing Deihl Municipal Drain	Minor	Municipal Drain	Proposed replacement of culvert	20-May-2020	20-May-2020	10-Jun-2020	9-Jun-2020	YES	Schnaithmann
73-20	London	Old Victoria Road at Hwy 401	Routine	Utility Corridor	Proposed Directional Drilling under Hwy 401 within Dingman Screening Area (adjacent to Moore Drain)	5-Jun-2020	15-Jun-2020	29-Jun-2020	15-Jun-2020	YES	Verscheure
74-20	London	1830 Adelaide Street North	Minor	Restoration/Creation	Proposed Channel Remediation and Restoration Including Retaining Wall	30-Apr-2020	4-Jun-2020	25-Jun-2020	15-Jun-2020	YES	Verscheure

**SECTION 28 STATUS REPORT
SUMMARY OF APPLICATIONS FOR 2019**



DEVELOPMENT, INTERFERENCE WITH WETLANDS AND ALTERATIONS TO SHORELINE AND WATERCOURSES REGULATION
ONTARIO REGULATION 157/06

Report Date: May 16 to June 16, 2020

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Standards	Staff
75-20	Thames Centre	Cobble Hills Road	Major	Municipal Drain	Proposed Enclosure of 735 m and Maintenance Cleanout of 197 m of a watercourse also known as the Wakem Municipal Drain 2018	11-May-2020	11-May-2020	8-Jun-2020	11-Jun-2020	NO	Winfield
76-20	Thames Centre	Part Lots 10 & 11, Concession 2 SD	Major	Development	Proposed Expansion of Existing Mushroom Production Facility	25-May-2020	9-Jun-2020	7-Jul-2020	11-Jun-2020	YES	Winfield
					EXTENSIONS			FALSE		YES	
EX-14-18	Stratford	111 Lakeside Drive & 48, 68, 72 Water Street	Major	Development	Construction of the Stratford Festival (Tom Patterson) Theatre and Support Space, Parking Lot and Landscaping	12-Jun-2020	12-Jun-2020	10-Jul-2020	12-Jun-2020	YES	Winfield

SUMMARY OF VIOLATIONS FOR 2020

Municipality	General Location	Violation Description	Status Update	Staff	Update As Of
London	River Road	Unauthorized Interference with a Wetland, Alteration to a Watercourse, Placement of Fill and Site Grading	Ongoing discussions with property owner and consultants in an effort to achieve a net environmental benefit	Verscheure	May 15, 2020: Discussions continue with property owner and consultants to achieve an agreed upon setback to the adjacent watercourse and wetland. A site meeting is being coordinated with property owner/UTRCA staff to review recent proposed buffers and setbacks to delineate lands to be appropriately zoned through recent Zoning By-law Amendment application. June 15, 2020: UTRCA staff have conducted a site visit and continue to work with all parties to work towards an agreement on an appropriate buffer and elevation/grading plan to be implemented following site plan approval.
London	Dingman Drive	Single Family Residential Development within Dingman Screening Area (Flood Plain) without Conservation Authority approval	Working with property owner, contractor and appointed engineer to determine if appropriate flood proofing can be achieved and a retroactive Section 28 permit can be issued	Verscheure	May 15, 2020: UTRCA staff met on-site May 11, 2020 with property owner, contractor and engineering consultant to review site grading and flood proofing requirements. It is believed that appropriate flood proofing can be achieved and a retro-active permit application will be applicable. UTRCA staff await as-built drawings and site specific flood proofing considerations to be completed by appointed engineer and submitted to UTRCA for review. June 15, 2020: Confirmation of as built elevations have been provided in form of a survey. Engineering drawings are being reviewed to incorporate flood proofing recommendations into the design drawings for implementation on-site.
London	Commissioners Road East	Unauthorized Interference with a Wetland, Alteration to a Watercourse, Placement of Fill and Site Grading	Ongoing discussions with property owner and consultants to address complete Section 28 Permit application requirements.	Verscheure	May 15, 2020: UTRCA staff met on-site May 13, 2020 with property owner and engineering consultant to review engineering drawings submitted to UTRCA April 30, 2020. Site plan and drawings (Development Agreement dated 1988) to be revised to include enhanced and naturalized setbacks to the adjacent watercourse, Dayus Creek. June 15, 2020: Field survey data has been provided to the consulting engineer to be used to create a hydraulics/hydrology model to ensure that the proposed channel re-alignment is able to safely and adequately convey regulatory flows.

SUMMARY OF VIOLATIONS FOR 2020

Municipality	General Location	Violation Description	Status Update	Staff	Update As Of
London	Adelaide Street North	Alteration to a Watercourse	Working with property owner, contractors, appointed engineers and environmental consultants to prepare a remediation plan to achieve a net environmental benefit.	Verscheure	May 15, 2020: UTRCA staff have received revised engineering drawings, complete with environmental recommendations and restoration details. UTRCA staff have provided comments to be considered in a revised and updated restoration plan to be implemented as soon as practical. June 15, 2020: Remediation and restoration plan has been provided and Section 28 permit has been issued for the proposed works.
London	Hamley Road	Placement of Fill in a Flood Plain	Ongoing discussions with property owner and consultants to determine origin and quantity of fill placed within the flood plain	Verscheure	May 15, 2020: UTRCA staff have received an engineering report to support the quantity and quality of fill. UTRCA staff to review internally to determine impacts of fill in flood plain and continue to work with the property owner through the City of London Site Plan Application process. June 15, 2020: UTRCA staff have reviewed technical reports and will be working through the City of London development site plan approvals process to address any outstanding issues.

To: UTRCA Board of Directors

From: Ian Wilcox, General Manager
Christine Saracino, Supervisor, Finance
and Accounting

Date: June 16, 2020

Agenda #: 7.3

Subject: June 2020 Update: UTRCA COVID Financial
Impacts and Response

Filename: D:\Users\wilcoxi\Documents\Group
Wise\123517-1.doc

Introduction

At the May 2020 meeting, the Board of Directors received a written report summarizing various steps taken by staff to mitigate revenue losses resulting from the COVID-19 Pandemic. A verbal report was also provided at that meeting noting that funding received from the Canada Emergency Wage Subsidy (CEWS) would have to be returned as Conservation Authorities had been deemed ineligible. That left the UTRCA facing a daunting \$1.25M shortfall in revenue for 2020. The following report provides context and an update regarding on-going mitigation efforts.

UTRCA Context

The UTRCA's financial challenges due to the current COVID-19 pandemic are not necessarily common to all Conservation Authorities. Reasons include:

- The UTRCA has one of the lowest municipal levies among Conservation Authorities in terms of percentage of total budget, and a heavy reliance on user fees and contracts (combined user fees, contracts and donations typically provide 58% of UTRCA revenues).
- Conservation Area (i.e., park) user fees represent 24% of the UTRCA's operating budget. This program provides significant financial support for the Authority's administration and overhead (~\$680K contributed for administration, HR, finance, IT, etc.).
- Having Conservation Area user fees subsidize Authority overhead can be challenging for Conservation Area operations but typically benefits municipalities through reduced levy.
- The loss of user fees due to the COVID-19 pandemic has had a significant impact on the finances of the Authority as a whole, not just the program from which they are generated.
- Other Conservation Authorities with large recreation programs have experienced similar financial challenges (i.e., Grand River and Halton Region).
- The following table summarizes user fee impacts as of the end of May 2020.

User Fee Revenue: Current Status

Type of User Fee	2020 Actual YTD	2019 Actual YTD	Difference to end of April 2020	Difference to end of May 2020
Conservation Areas	166,624	2,316,081	(\$1,265,216)	(2,149,458)
Planning and Permits	102,689	126,413	(\$4,261)	(23,724)
Education fees	44,447	110,988	(\$1,437)	(66,541)
Landowner, tree sales, and cost recoveries	103,850	160,773	(\$13,343)	(56,922)

It is clear that revenues fell during May compared to the same point in time in 2019. Less permit revenue was received and education programs had ceased. Park revenue losses grew to \$2.1M but **early indications from parks opening June 1st and 8th are that over \$1.37M of those losses have now come back into the Authority** (to June 15th). The complete effect of delayed opening will only be known in another month but it seems apparent that people are anxious to return for seasonal and day use activities.

Current Financial Projections

The UTRCA's financial position following the May Board meeting was bleak. With the loss of the Canada Emergency Wage Subsidy (CEWS) in late May, and the reduction in user fee revenue as described above, the UTRCA anticipated a \$1.25M year-end shortfall. This included a ~\$600K deficit approved at the Annual General Meeting. Senior managers and finance staff have worked since then to mitigate this funding shortfall through new revenue, and extensive cost controls. **With actions taken since the May Board meeting, our current projection suggests a much improved year-end shortfall of \$307K.**

As a reminder, actions implemented prior to the May Board meeting included:

1. New Revenue:

- Approval of a \$150K contract from the RBC Foundation for continuing times series data management, public access to information and developing citizen science supporting environmental monitoring.
- Approval of a \$50K contract for a First Nations Youth project.
- Approval of a \$20K contract from the Habitat Stewardship Program for Species at Risk research.

2. Line Item Expense Reductions

- Deferred capital- \$185K in Conservation Area projects
- Advertising and Promotion
- Purchased Services (legal, audit, consulting, cleaning services)
- Computers and Communications
- Fleet Expenses
- Insurance
- Property Costs
- Utilities
- Training, Uniforms Travel

- Supplies

3. Staff Reductions

Full Time Position Vacancies: Eight full time technical positions (permanent and long term contract) are being left vacant to reduce expenses.

Deferred Seasonal Hiring: The hiring of 49 seasonal staff has been deferred or eliminated for 2020 pending provincial approval to resume near-normal operations. (*Several have since been hired with parks reopening*).

Temporary Layoffs: Four positions are currently held as temporary layoffs pending provincial approval to resume near-normal operations.

** Cost savings from these staff actions have not been quantified as the duration of implementation is unknown.*

Several full time staff have been redeployed to help manage vacancies related to priority tasks (e.g., tree planting, environmental monitoring, property management). Many other staff adaptations have been implemented but are non-financial e.g., working from home, new work place protocols like fleet use and common area cleaning, physical distancing, etc.

Actions implemented since the May Board meeting include:

- Employees are now required to take not only their entire vacation allowance for 2020 but up to a week's vacation carried forward from 2019 (if they have it) in order to reduce vacation liabilities by year end. This will result in savings of \$87,000. Staff coverage and capacity will have to be closely monitored to ensure program obligations are met.
- The 1.9% cost-of-living wage increase approved at the Annual General Meeting will be eliminated for the remainder of the year. While wages are not budgeted by month, it can be estimated that this reduction will save between \$85,000 and \$90,000. This wage adjustment was implemented in early June.
- Group Insurance premiums have been reduced saving \$24K to date.
- Provincial Water and Erosion Control Infrastructure funding (WECl) was recently approved allowing most planned flood control capital projects to proceed. This includes dam safety reviews. While this approval will not impact revenues lost due to the pandemic, it does provide funding certainty for these specific capital projects.
- Planning and Regulations fee increases for 2020 have now been fully implemented which allows more certainty in revenue forecasting.
- A small grant has been received from Enbridge (\$2,000) in support of Indigenous Education program development.
- Two additional Eco-Action federal grant applications are currently being reviewed, but have not yet approved, totaling \$176K over two and three years.

Reporting at the May Board meeting indicated actual spending was 5% lower than in 2019 and our forecast based on cost containment efforts estimated an overall 9% reduction to the approved budget. Since May, further revisions to our forecasts and continuous curtailment of spending has enhanced

both those figures to an actual 19% reduction in spending to date compared to 2019 and an overall 12% reduction of spending forecast for year-end.

On-going monitoring will be required to ensure plans remain on- track. As a very rough guide, and knowing that spending is not uniform throughout the year, at the end of May, spending would have typically reached 42% of our annual budget. In fact, only one unit has spent more than that percentage, and the average for the Authority is 37% of annual spending. It seems clear that staff efforts to retrench are effective. This will need to be verified again in June and each following month. Senior Managers will continue to work to keep the forecast deficit as low as possible, and to develop a full financial recovery plan to avoid future deficits.

Of note, any financial recovery plan will extend beyond 2020. The current deficit cannot be completely managed in 2020 and it is likely COVID-19 impacts, both operationally and financially, will continue into 2021. Financial recovery will therefore extend over multiple years and must include new funding, further cost controls and program reviews in tandem with planning balanced budgets. A more complete financial recovery plan will be devised later in 2020 when the extent of this year's impacts is more clearly understood.

Prepared by:

Ian Wilcox, General Manager

Christine Saracino, Supervisor, Finance & Accounting

To: UTRCA Board of Directors
From: Jennifer Howley, Manager Conservation Areas
Date: June 15, 2020
Subject: Conservation Area Update – COVID-19 Operations

Agenda #: 7.4
Filename: C:\Users\howleyj\Documents\Group Wise\7729-1.doc

Introduction

The following is an update on the operation of our conservation areas during COVID-19. The health and safety of our staff and visitors has always been and will continue to be the priority. Conservation Area Unit staff are adjusting well to the protocols and operational changes that have been put in place, with input from the UTRCA Health and Safety Specialist and the Joint Health and Safety Committee. It is understood that as the government makes more announcements, further changes will be required to the operations and protocols.

A “Zero Tolerance” program is in effect when it comes to COVID-19 and the directives and guidelines that are in place. This approach has been well communicated to our visitors through social media, websites and newsletters. Conservation Area Superintendents and Assistants recognize the need for constant behavioural observation in our campgrounds and day use areas. If, at any time, the number of visitors becomes excessive or rules are not being followed, the park will refuse to permit more patrons from entering until the problem is resolved.

Reopening Ontario Stage 2 Announcement

On Monday, June 8, 2020, Premier Ford announced a regional approach to Stage 2 of opening Ontario. Specific business sectors within Huron Perth Public Health, Middlesex-London Health Unit, and Southwestern Public Health Unit were identified as permitted to move to Stage 2. With respect to UTRCA operations, nightly camping can now commence, and the Fanshawe splash pad and Wildwood swimming area can open, pending guidance from local health units.

It is necessary to keep in mind that, just because we are permitted to open, we do not have to open if we are not ready. Careful consideration has been given as to how we move forward in Stage 2. It is imperative that we review the operations and ensure that we can offer the additional programs and services in a safe manner for both staff and visitors. Our priority is to balance public demand and the level of service that we can offer safely, based on staffing shortage and certain restrictions.

The provision of washrooms has been a hot topic of discussion for campgrounds, day use and the tourism industry in general. Public washrooms are a higher risk amenity due to the number of touch points, yet they are also a key component of the business. Strict operations standards have been developed through discussions with local health units as well as other conservation areas.

The table below provides an updated reopening plan outlining what has taken place thus far and what staff are working towards, at the time of writing this report.

Conservation Area Phased-in Reopening Plan

Provincial Stage 1 – UTRCA Phase 2 Provincial Stage 2 – UTRCA Phase 3

	DATE OF UTRCA IMPLEMENTATION	FACILITY/SERVICE AVAILABLE	DIRECTIVE
	June 1 <i>*operating</i>	Reservoirs <i>Dry docks at Wildwood open</i>	Effective May 16 O. Reg 82/20 - Closure of Places of Non-Essential Businesses
	June 1 <i>*operating</i>	Day Use Areas - limited facilities	Effective May 19 O. Reg 104/20 - Closure of Outdoor Recreational Amenities
	June 8 <i>*operating</i>	Seasonal Camping – Fanshawe, Pittock <i>With mandatory restrictions in place</i>	Effective May 19 O. Reg 82/20 - Closure of Places of Non-Essential Businesses
	June 12 <i>*operating</i>	Day Use Area - Fanshawe public washroom facilities	Effective May 19 O. Reg 104/20 - Closure of Outdoor Recreational Amenities
	June 15 <i>*operating</i>	Day Use Area/South Sshore - Pittock public washroom facilities	Effective May 19 O. Reg 104/20 - Closure of Outdoor Recreational Amenities
	June 15 <i>*operating</i>	Advertise Seasonal Camping - Wildwood, Pittock, Fanshawe <i>Via website</i>	Effective May 19 O. Reg 82/20 - Closure of Places of Non-Essential Businesses
	June 15 <i>*operating</i>	Seasonal Camping - Wildwood <i>With mandatory restrictions in place</i>	Effective May 19 O. Reg 82/20 - Closure of Places of Non-Essential Businesses
	June 19 <i>*confirmed</i>	Day Use Area - Wildwood washroom and beach area <i>Restrictions in place (limited # stalls/urinals/sinks)</i>	Effective June 12 O. Reg 82/20 - Closure of Places of Non-Essential Businesses
	June 22 <i>*confirmed</i>	Back Country Camping - Wildwood By reservation only	Effective June 1 O. Reg 82/20 - Closure of Places of Non-Essential Businesses
	June 26 <i>*confirmed</i>	Splash Pad - Fanshawe Pending MLHU inspection	Effective June 12 O. Reg 263/20 - Stage 2 Closures
	June 29 <i>*confirmed</i>	Wet Docks - Wildwood Following contact with 2019 permit holders, available docks will be posted to website	Effective May 16 O. Reg 82/20 - Closure of Places of Non-Essential Businesses
	June 29 <i>*confirmed</i>	Campground Washrooms - Fanshawe <i>Restrictions in place (Limited #urinals/sinks –no showers)</i>	Effective June 12 O. Reg 263/20 - Stage 2 Closures
	June 29 <i>*confirmed</i>	Reservations for Nightly Camping at Fanshawe Operating at 50% capacity	Effective June 12 O. Reg 263/20 - Stage 2 Closures
	June 29 <i>*confirmed</i>	Nightly Camping – Fanshawe	Effective June 12 O. Reg 263/20 - Stage 2 Closures
	June 29 <i>*confirmed</i>	Reservations for Nightly Camping at Fanshawe Operating at 50% capacity	Effective June 12 O. Reg 263/20 - Stage 2 Closures
	July 6 <i>*confirmed</i>	Campground Washrooms – Wildwood and Pittock <i>Restrictions in place (Limited #urinals/sinks– no showers)</i>	Effective June 12 O. Reg 263/20 - Stage 2 Closures
	July 6 <i>*confirmed</i>	Nightly Camping - Wildwood and Pittock	Effective June 12 O. Reg 263/20 - Stage 2 Closures

Aspects of the operation including showers and laundry facilities will remain closed at this time as per direction of the health units. If the direction changes, staff will reevaluate its ability to accommodate. The equipment rental program (kayaks, canoes, bikes) will not be offered at this time. We do not currently have the staff available to ensure cleaning protocols can be met. As the summer progresses, this service will be revisited and determined if feasible to offer. It has been determined that our swimming pools, group camping facilities, day use pavilion rentals and picnic shelters will remain closed for the 2020 season.

2020 Conservation Area Budget

As reported previously, staff recognized many weeks ago that the pandemic would have a significant impact on the UTRCA budget, particularly due to uncertainty around the conservation area operations. Conservation Area Unit staff provided a conservative estimate when developing an amended operating budget because of this ongoing uncertainty of the pandemic and its impacts.

Due to the unprecedented situation, factors that were considered when developing the amended budget included:

- What restrictions were in place that could impact our operations (e.g., social distancing, group numbers);
- Operational restrictions that might be put in place through directives, and the possible public reaction (e.g., washrooms, swimming pools, splash pads);
- Communication with seasonal campers and interpreting their interest level;
- If revenue from offering a facility or program would outweigh the expense;
- General inquiries from the public about opening;
- What we knew of our customers and past trends;
- Staff personal experience and enjoyment of outdoor recreation;
- Discussions with other conservation areas for their ideas and plans;
- Possibility of poor weather.

Since we began to open up various programs and services on June 1, staff have been pleased with the public's response as well as with revenues generated from both seasonal camping and day use activities. At the time of writing this report, nightly camping reservations will not reopen until June 22 at the earliest; therefore, it is difficult to predict budget outcomes at this point in time.

Working through COVID-19 has proved challenging yet staff do anticipate some positive changes to our operations based on the lessons learned during this unprecedented time.

Prepared by:

Jennifer Howley
Managers, Conservation Areas

To: UTRCA Board of Directors

From: Ian Wilcox, General Manager
Chris Harrington, Manager, Watershed Planning, Research and Monitoring

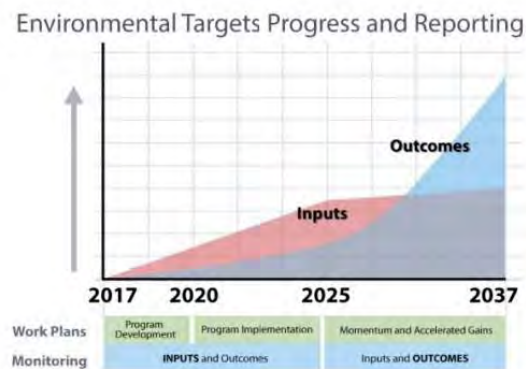
Date: June 16, 2020 **Agenda #:** 7.5

Subject: 2019 Environmental Targets Progress Report **Filename:** Admin #3768

Background

2019 marks the third year of implementation of the UTRCA Environmental Targets Strategic plan approved in June 2016. This report summarizes work in 2019 and highlights progress related to each of the four targets. Objective measures of progress are inherent in the environmental targets, however during the early years of implementation such measures are not always appropriate.

Figure 1:



UTRCA Environmental Targets:

1. Improve each subwatershed's water quality score by one letter grade, as measured by the UTRCA Watershed Report Cards, by the year 2037.
2. Establish and restore 1,500 hectares of natural vegetation cover, windbreaks and buffers by 2037.
3. Reduce flood and erosion risk by updating flood models and hazard mapping for all UTRCA subwatersheds by 2020, and then integrate climate change scenarios into the updated models and develop climate change adaptation strategies by 2030.
4. Instill conservation values by supporting outreach to one million people annually by 2037, through visits to CA owned and managed lands as well as hands-on environmental experiences.

Targets Funding 2019:

Additional funding for 2019 target related efforts were proposed as follows:

- \$200,000 from senior government in the form of transfer payment.
- \$288,130 in municipal levy,
- \$157,000 from contracts, and
- \$90,000 from user fees (including landowner contributions).

Transfer payments from senior levels of government continue to be a challenge, have not been secured and were reduced in 2019. Longstanding inadequate provincial transfer payments (\$351,020 since 1995) were slashed by 50% in 2019. This funding is specific to flood control and natural hazard management program that was identified by the Provincial government as core Conservation Authority business. The core nature of this program and need to continue prompted identification of this funding cut as a download to municipalities and its inclusion in levy during the challenging 2019 development of the 2020 UTRCA budget.

The UTRCA Board of Directors approved the 2019 Municipal Levy contribution of \$288,130 towards targets as part of the Authority's budget passed at the 72nd Annual General Meeting on February 21, 2019. This funding directly supported the progress highlighted in this report and also enabled staff to leverage funding from other sources for targets work.

Contract funding source far exceeded what was anticipated, examples are identified throughout this report, and highlights include:

- Continued funding from the National Disaster Mitigation Program (NDMP) with approximately \$323,000 directed towards the flood management target in 2019.
- Environment and Climate Change Canada \$150,000 directed towards phosphorus reduction initiative.
- Canadian Agricultural Partners/OMAFRA \$167,000 towards the Medway Creek Priority Subwatershed Project to support cover crop establishment.
- ONFARM/Ontario Soil & Crop Improvement Association, \$189,000 to support the continuation of the Medway Creek Priority Subwatershed.
- \$206,272 in funding from various community partners towards tree planting and community for nature projects.

Progress by Targets 2019

Progress included increased efforts towards all targets in 2019 with focused increased effort on expanding programs related to Water Quality and Natural Cover targets with sustained efforts toward Flood and Erosion Risk and Outdoor Recreation/Education targets.

Water Quality Target: Improve each subwatershed's water quality score by one letter grade, as measured by the UTRCA Watershed Report Cards, by the Year 2037

Target Action: Double Existing Rural Stewardship Program:

Evaluation of Practices on UTRCA Lands:

UTRCA agricultural lands are leased through a tendering process on a 4 year basis. Prospective tenants propose practices they plan to employ on the farm including cover crops and tillage and cropping management. With the existing leases set to expire in 2020, there is a good opportunity to better utilize cover crops across CA owned lands. In 1996, the last time the properties were tendered, cover crops were proposed and established every three years following winter wheat crops. This was the 'common' practice at the time. Four years later, cover crops have become more common following many different crops, using many different cover crop mixes. With a new tender proposed for 2020, it is expected that cover crops will become utilized on CA land more regularly. This will be strongly advocated for as part of the tendering process.

Inventories of agricultural practices taking place on UTRCA agriculture leased-lands occurs annually. In summary, most lands are used for cash crop production by tenants. Crop rotations include row crops (corn and soybeans) and winter wheat, on a 3-year rotation. A winter cover crop is established after the wheat crop. All land is maintained with a minimum 30% residue cover through the winter season and many with up to 75%, depending on the crop. The UTRCA does work with a couple of farmers who establish and maintain forage crops as well. The UTRCA is presently planning on tendering all lands in 2020 and will be updating/modernizing lease considerations in 2020.

All Authority owned agricultural land with watercourses has very well established/mature and wide buffers. There are few open or closed municipal drains on the properties; however there are many natural ravines with intermittent flows and the Thames River and a few smaller streams do flow through some properties.

Thames River Cover Crop Committee:

Many discussions and a few meetings were held in the initiation of a Thames River Cover Crop Committee. Participants include a number of Certified Crop Advisors, the Ontario Soil Network, The Rural Ontario Institute, the Grain Farmers of Ontario, OMAFRA, UTRCA staff and a number of local farmers. The group concluded the overall objective of the group is to accelerate the

adoption of cover crops in the Thames River watershed. They felt the best way to accomplish this was to start with on farm trials to measure the impact of cover crops on the farm operation and water quality.

Medway Creek Watershed Phosphorus Reduction Initiative:

This 4-year project continued in 2019 with \$150,000 provided by ECCC. This project proposed for the establishment of 75% of the upper Medway Creek watershed to be planted to cover crops each year and sample the resulting water quality. In 2019, staff together with watershed farmers achieved the 75% cover crop amount. The project also aims to work across the entire Medway Creek watershed with BMP establishment at selected sites to showcase opportunities to other landowners. Working with the University of Waterloo and Western University through specific research projects (slag filter, saturated buffer) is also part of the ongoing project. Overall this is a \$1.5 million project.

Medway Creek Watershed Demonstration Project for Phosphorus Reduction through the Canadian Agricultural Partners/OMAFRA:

Building on the success of the Medway Creek Priority Subwatershed Project this project helps support cover crop establishment and the development of technical knowledge and its transfer to others. This \$700,000 3-year project is in year two with \$167,000 provided by the funder in 2019.

Subwatershed Monitoring:

Water quality sampling in three subwatersheds (Medway Creek, Kintore Creek and North Kettle Creek) continued in 2019. Funding for this work was provided by ECCC (\$27,000 annually), the UTRCA is able to collect water samples and maintain base-line information of water quality in typical agricultural subwatersheds in our region.

Clean Water Program:

The CWP has been ongoing since 2000 with commitment from our municipalities across the watershed. In 2019, 109 projects were carried out offering \$132,000 in cost-sharing. The overall projects value was \$467,000. Highlights included 59 tree and shrub planting projects, 10 wetland restoration projects and 29 soil erosion control projects.

On-Farm Applied Research and Monitoring Priority Subwatershed Project (ONFARM):

Under the auspices of the Ontario Soil & Crop Improvement Association, this project is the continuation of the Medway Creek Priority Subwatershed Project of past years. The aim is to establish and measure the impacts of agricultural best management practices on water quality. The project is being carried out in the Upper Medway Creek and North Kettle Creek

subwatersheds and began late in 2019. The 2019 funding is about \$189,000 with an overall 4-year project value of \$667,000.

On-Farm Phosphorus Sorbtive Filter Using a Removable Cartridge:

In partnership with the Thames River Phosphorus Reduction Collaborative UTRCA staff have designed and are now testing the use of a slag filter in reducing phosphorus in agricultural tile drains. This (now \$58,000) project extends over 2 years with installations at a Southwest Oxford/Oxford County and a Lucan-Biddulph/Middlesex County farm.

Working with Others:

UTRCA Conservation Services & Community Partnership staff have been partnering with a number of other conservation groups across the watershed in 2019 including Ducks Unlimited (a DU staff works out of the WCC), ALUS Middlesex, Stewardship Oxford, Middlesex, Oxford and Perth Soil and Crop Improvement Associations and a number of Friends of Groups among others.

Cedar Creek Water Quality – UTRCA Partnership staff continue efforts to improve Cedar Creek water quality, with rehabilitation projects at Hodge’s Pond & Brick Ponds. This effort is possible through 2 years of funding commitments totaling \$185,000, from Environment & Climate Change Canada, Gunn’s Hill Limited Partnership, and Intact Insurance.

Lake Victoria Shoreline – the UTRCA continued its efforts to improve and protect the Avon River shoreline through Stratford. Over 240 metres of shoreline is proposed for rehabilitation in the winter of 2020 with Stratford’s support of \$65,000.

Target Action: Expand Urban Stewardship Program:

Communication Tools and Information Sharing:

UTRCA website was updated with before and after project pictures and current LID information links. A low impact development (LID) house model was purchased for demonstration with funding (\$1,000) provided through NDMP. Development of a stormwater animation video in partnership with the City of London also took place in 2019.

Presentations on Green Infrastructure were also given by UTRCA staff at the Green Economy Workshop in London and the South West Ontario LID Training session held in Strathroy. Through mentorship by staff at the Lake Simcoe Region Conservation Authority (LSRCA) development of LID inspection and maintenance program was undertaken.

Staff prepared a new survey to be distributed in early 2020 to gauge changes in the knowledge of and uptake of Green Infrastructure/LID practices for stormwater management within the UTRCA watershed since the last survey completed in 2014.

Discussions commenced with Landscape Ontario and City of London to bring the FUSION Landscape Certified Professional Training program to London. Fusion Landscaping focuses on creating beautiful spaces that combine softscape (plants), hardscape (pavers) and rainwater elements (rain barrels). These landscapes enhance outdoor spaces while providing solutions to reduce the potential impacts of flooding. The training is scheduled for November 2020.

A proposal to the Intact Adaptation Action Grants for a three year Green Infrastructure / LID in the Upper Thames Watershed project was submitted but unsuccessful.

UTRCA Planning staff participated in the Provincial Policy Statement Update, drafted in 2019. Through review and comment submissions on the Draft PPS, continued to advocate for increased policies to emphasize the importance of Green Infrastructure in reducing the impacts of climate change. As we discovered with the release of the 2020 PPS, a key change included adding further references to support a changing climate and green infrastructure.

Advocating for GI by encouraging additional regional training sessions UTRCA staff assisted to deliver the course and provided training of two additional Environmental Planning & Regulations staff to understand approaches to implement LID's – Sustainable Technologies Evaluation Program (STEP). This program "Helping Ontario municipalities and industry practitioners transition to a more consistent, proactive approach to implementing low impact development stormwater management and erosion and sediment control techniques. STEP courses are led by conservation authority staff members and industry professionals with experience designing, constructing, maintaining and monitoring sustainable technologies in Canada. Many of our courses are eligible for continuing development hours for CISEC and other industry associations."

Sediment and Erosion Control Professional Development:

The transport of sediment and other deleterious substances from construction sites to downstream waterways contributes to significant water quality impairment and pollution. UTRCA hosted the Canadian Certified Inspector of Sediment and Erosion Control (CAN-CISEC) training course from November 13-14, 2019. The program is the leading certification program for erosion and sediment control inspectors in Canada and the US. A wide range of industry professionals attended the course including conservation authority regulations staff and municipal partner staff working in development review, public works,

water, wastewater and stormwater management. Municipal staff in attendance included representatives from the City of London, County of Oxford, Municipality of Thames Centre, Municipality of Middlesex Centre, Town of Ingersoll and the Town of St. Marys. For those applicants who met strict qualification and experience requirements, the course was followed by optional exams including the 4 hour (Level III) Full Certification exam. Four UTRCA Regulations Staff are now Certified Inspectors under this program demonstrating comprehensive knowledge of the principles and best management practices of controlling sediment, erosion and other storm water pollutants from leaving active construction sites and entering protected watercourses and wetlands.

The opportunity for education and professional development (for both our staff and our municipal partner staff) in the areas of sediment and erosion control best management practices helps us move towards meeting our Water Quality Targets. Knowledge gained through these training sessions was also used to guide development of draft requirements of submissions related to sediment and erosion control plans submitted to the UTRCA as part of development reviews and approval.

2019 Low Impact Development (LID) Projects:

Work was undertaken in 2019 to refine and alter a rain garden installed previously at Jeanne Sauve School in London. These design improvements reduce erosion and improve operation of the rain garden.

Plans and a budget were developed for a bioswale and 2 rain gardens to alleviate the parking lot flooding issue located at the Perth South Township office. An EcoAction application for implementation funding is pending. A budget was also developed for a rain garden to be installed in the parking area at Cowan Fields in Woodstock and an application submitted to implement the revised LID project plan.

Target Action: Expand Comprehensive Monitoring:

Water Quality Monitoring and Data Management:

Expanded water quality monitoring implemented in 2018 continued in 2019 to fill data gaps and ensure a similar regime for all 28 subwatershed. This expanded monitoring has now become part of the core monitoring program to improve consistency in data used for the UTRCA Watershed Report Cards and tracking progress with 15 additional sites and monitoring expanded to include winter sampling. Coupled with the additional monitoring has been

advancement in managing this data in a standardized data management software package (WISKI). Facilitating this has been the increased capacity of staff expertise for water quality data through improved data collection, management and analysis.

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

Target Action: Increase Technical Outreach and Restoration:

Tree Planting:

A number of different cost-share opportunities were applied for and received for 2019 tree planting. This supported private land tree planting program and 46 Communities for Nature projects. Approximately 60,000 trees/shrubs were planted in 2019.

In addition to private landowners payments, funding sources included:

- Ontario Power Generation (\$20,000)
- Tree Power - London Hydro, London (\$10,000)
- Trees Ontario – 50 Million Trees (\$24,000)
- Clean Water Program (\$15,000)
- McTavish Foundation (\$4,500)
- Gunn’s Hill Limited Partnership (\$20,000)
- Other government and private industry funding included: Home Hardware, TD Canada Trust, EcoAction through Environment Canada, Nature London, Cargill Meats of Canada, developers, Cooper Standard, City of Stratford, City of Woodstock, City of London and Town of Mitchell (\$112,772)

Other highlights for 2019:

The Butternut Archive Project continued through 2019 with new seedlings being planted and monitored for growth and resilience. The Memorial Forestry Programs continued across the watershed in London, Oxford County, St. Marys/Perth County and Woodstock.

UTRCA Land Naturalization and Restoration:

Developing planting and restoration plans for UTRCA lands was identified as an action towards achieving the UTRCA Natural Cover Target. UTRCA staff completed a working draft of this plan in 2019 reflecting that while many properties have already had extensive tree planting or naturalization work completed on them there is room for additional windbreaks, riparian

buffers, block plantings, wetland creation and other naturalization projects. In addition, some properties are also in need of some restoration such as plantation thinning, invasive species removal, etc. to improve habitat quality. The plan compiles recommendations from previous UTRCA Land Management, Land Assessment and Master Plan documents summarizing all the planting and restoration work that should be done in the near and long term. Staff re-visited past recommendations from these studies to reflect on the current landscape and land use, ecological knowledge and UTRCA priorities. For these properties current mapping of vegetation were examined and/or field checked to develop new recommendations. For properties that have not had detailed studies in the past staff worked to develop similar tables identifying planting and restoration activities to also guide project work in the future.

UTRCA Partnership staff continue to work in partnership with the City of Woodstock to naturalize sections of the Burgess Park/Standard Tube lands (co-owned by UTRCA and Woodstock). These projects are a result of recommendations from the Burgess & Standard Tube Park Master Plan.

Land Acquisition and Disposition:

In support of the natural cover target land acquisition opportunities will be directed by the outcome of the Natural Heritage Enhancement Strategy (NHES) referenced below. The NHES will identify priority natural heritage lands to consider for acquisition but in the meantime land acquisition opportunities are still considered as opportunities present. In 2019 work initiated in 2016 to acquire just over 7 hectares of land adjacent to the recently acquired Lowthian Flats property from the Ontario Ministry of Transportation was completed. This property acquisition expands UTRCA ownership to over 35 hectares at this floodplain valley site which has been identified to have very significant environmental/habitat features. A 10-year master plan for the property has been developed to restore the property and protect habitat features.

Work was also undertaken early in 2019 to pursue funding from the Environment and Climate Change Canada Challenge Fund for a 50 hectare property in the Fish Creek Subwatershed. To increase opportunity of success for the funding program this property was combined to a coordinated Conservation Ontario proposal with multiple conservation authorities to meet size requirements. Unfortunately despite these efforts the application was unsuccessful.

Coupled with property acquisition, property disposition of surplus lands and structures has also been identified as an action to support the natural cover target. In 2019 staff worked on surplus land and structure divestment plans that include surplus rental houses and surplus land in both Woodstock and West Perth. Pursuit of severances was approved by the Board of Directors in

October 2019 and a planning consultant has been retained to undertake the application process on UTRCA's behalf with applications planned to Perth County throughout 2020.

Invasive Species:

Invasive species work began in the fall of 2019 with a pilot project undertaken in partnership with West Perth. A team is being arranged in early 2020 to begin a feasibility study that may include a number of pilot projects used to gather information. A Pilot Project was initiated with West Perth in May of 2019 to control Japanese Knotweed along the Thames River corridor.

West Perth and the UTRCA committed \$5000 each and in June, UTRCA staff cut down several sections of Japanese Knotweed. In July/August further cutting took place and the areas sprayed using two different chemicals as a test. In September, UTRCA staff rented a Skid Steer with a mulching head to cut down remaining patches in preparation for a spring 2020 herbicide application. Cutting occurred both on Mitchell land and on neighbouring private land. The landowner worked together with UTRCA and township. September- a more thorough inventory was conducted throughout the municipality of Mitchell to map additional areas of Japanese Knotweed they were unaware of.

Target Action: Advocate for Natural Heritage Restoration and Protection:

Natural Heritage Systems Studies:

The County of Elgin Natural Heritage System Study was completed and approved by council in 2019. This study will inform development on natural heritage policy and Official Plan updates. While the Perth County Natural Heritage Study was completed in 2018 significant staff time was spent in 2019 participating in workshops and special council meeting to ultimately facilitate approval of the study by Perth County Council.

Partner with Municipalities to Advocate for the Protection of Natural Heritage Features:

Work to provide input on Municipal Environmental Guidance Documents was undertaken by Planning and Regulation staff in 2019. This included review and comments on the Terms of Reference for the City of London's Updated Environmental Management Guidelines (EMGs). Staff also participated in a consultation session held by AECOM Canada for the updated of the EMGs in November 2019 along with other External Resource Groups and First Nations. Through this type of commenting and consultation the UTRCA continues to advocate for the protection and prevention of loss of natural heritage features.

Upper Thames Natural Heritage Enhancement Strategy:

Work to develop a Natural Heritage Enhancement Strategy (NHES) was initiated in 2019 to identify the best places to grow the natural heritage system through such things as connections, corridor and buffers. During 2019 a project team of UTRCA staff from most units was formed and efforts to identify the criteria and applicable data for use in a GIS modeling project was initiated. While the project is in its early phases work to assemble tables related to criteria being considered, reviewed and refined by staff was undertaken. This project is being led by the UTRCA Ecologist who also participated in the Lake Erie Action Plan Natural Heritage Implementation team to help identify natural heritage impacts towards reducing phosphorus load to Lake Erie which may support efforts in the future to implement the NHES. A draft of the strategy is anticipated in late 2020.

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

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

Flood Hazard Models are used to understand the areas impacted by flooding. These models can be used to update regulatory hazard mapping, as well as for flood forecasting, warning and preparedness planning. Work is divided into major tasks which are planned and undertaken in each of six reaches on the main branches of the Thames River, eleven urban study areas and 24 rural study areas. Following is a brief synopsis of the progress in each task by the end of 2019.

Work Planning:

Work planning is undertaken at various levels including at a project, task or study area level. Each task in each study area is iterative as work done in one area may inform work undertaken in other areas. For this reason work planning is ongoing throughout the project in most study areas. Work planning is substantially complete or in progress in almost all of the main branches of the Thames River and the urban study areas and initiated or in progress in 30% of the rural study areas.

Data Collection:

Survey and channel bathymetry using Geographic Position System (GPS) survey equipment to

verify and augment Digital Elevation Model (DEM) data is ongoing in 2019. This work is especially important under canopy and around structures where DEM may be inadequate and includes the documentation and processing of the survey information so that it can be used by staff completing the hydraulic models. This work is complete in all main branches of the Thames and complete or substantially complete in most of the urban study areas with some work remaining in London and Stratford and is in progress for 7 of the 24 rural study areas and may not be necessary for initial model development in many of the other rural study areas. Collection of bridge and culvert geometry using GPS survey equipment is also underway. This includes collecting detail on hydraulic control structures (bridges and culverts) to allow these to be accurately represented in hydraulic models and includes required documentation so that it can be used by staff completing the hydraulic models. This data collection is complete in all main branches of the Thames and complete or substantially complete in most of the urban study areas with some work remaining in London and Stratford and in progress or better for 10 of the 24 rural study areas.

Digital Elevation Models (DEM) provides a detailed topography of the study area which is used in both hydrologic and hydraulic models. DEMs allows representation of the topography of the area within the model without having to collect a vast array of surveyed elevation data and different sources of DEM are available for different areas and at different times. Part of utilizing different versions of DEM is an assessment of the accuracy and suitability of the DEM for its intended use. Depending on the DEM available when the modelling is undertaken, it may be necessary to revisit the modelling and mapping when more appropriate DEM is available. This work is complete in all study areas and as work proceeds to new study areas new DEM will be considered as it becomes available. Recent revisions to Dingman hydraulic model following peer review allowed the use of the newer Lidar based DEM in 2019.

Flood Hazards:

Hydraulic model updates using HEC-RAS includes coding the physical representation of the watercourse within a hydraulic model and represents the creation of the 1 dimensional, steady state models. This includes creation of cross sections across the channel and floodplain, and addition of flows from hydrology models or historical data to the hydraulic models. Where historical information is available, model results are compared to the historical information to verify the model after physical control structures (bridges and culverts) have been appropriately represented in the models. This work is complete or substantially complete in 12 of the 17 Thames and urban study areas including St Marys, Stratford, Mud Cr London, Ingersoll Tributaries, Woodstock, Dingman, and the main branches of the Thames with the exception of the south branch north of Woodstock and is substantially complete or in progress in 6 of the 24 Rural study areas including Avon, Cedar, Middle Thames, Mud Cr, Pottersburg, St Marys

Tributaries, Reynolds Cr. and South Thames tributaries.

More advanced 2D modelling or unsteady state modelling may need to be undertaken in areas where more detail on depths and velocities or the volumes of water spilling into and across flood plain areas is warranted. Two Dimensional modelling is in progress or substantially complete on Thames River in London, St Marys and Dingman Creek. This 2D modelling has become very important in Dingman Creek to help define and assess risk in large spill areas.

Hydrologic analysis of the study area is undertaken to provide appropriate flows for the hydraulic models. Where sufficient historical record of flows is available a statistical analysis of the flows may be undertaken to determine the regulatory (or other event) flows to be used in the hydraulic models. These flows may be transposed to similar areas using regional analysis methodologies. This analysis will require future updates as part of climate change considerations. Where sufficient historical data is not available or does not represent the uniqueness of a watershed, hydrologic models may be utilized to determine flows for hydraulic modelling. Hydrologic modelling will generally be used in urbanizing areas where sufficient historical data is not available or conditions are changing such that the historical data would not adequately represent the watershed. Where appropriate monitoring data is available, model calibration and verification is undertaken to reduce uncertainty in model results. Hydrology work is currently focused on watersheds where gauge data is available to calibrate and/or verify hydrologic models being developed. Considerable effort went into model development in Dingman Cr and the modelling benefitted considerably by peer review which identified similar modelling completed in the Toronto area. This work is in progress for all but 3 of the study areas and is complete or substantially complete in 5 of the urban watershed including Stratford Avon and Tributaries, Mud Cr London, Woodstock Cedar Cr, and Dingman Cr. \$58,000 in funding support from the City of London was secured to support the complex work in the urbanizing Dingman creek subwatershed.

Flood plain mapping is substantially complete in six study areas on the main branch of the Thames and urban areas and in progress in three study areas on the main branches of the Thames and urban areas.

Erosion Hazards and Other Regulated Areas:

To support erosion hazard mapping top and toe of slope has been identified in all study areas and is currently being reviewed. Stable slope and meander belt will be delineated before the final erosion mapping can be completed. Erosion mapping will be combined with floodplain mapping discussed above and current wetland information as part of updating regulatory mapping.

Peer review of hydraulic and hydrologic models is in progress or substantially completed for Mud creek and Dingman creek as part of City of London Environmental Assessments that are underway. Peer review and public engagement are important steps leading to the adoption of the updated information before it can be incorporated into Official Plans and Zoning By-Laws for consistency with natural hazard and climate change adaptation policies contained in the Provincial Policy Statement.

Work is also in progress on flood risk mapping, structural mitigation mapping and flood mitigation reporting on the main Thames in London. Some of these products are being planned in four other study areas.

Recreation and Education Target: *Instill conservation values by supporting outreach to one million people annually by 2037, through visits to UTRCA owned and managed lands as well as hands-on environmental experiences.*

Target Action: Characterize visitors and increase marketing and implement new marketing strategy to reach new audiences.

Approaches to Increase Visitation:

Various approaches to increase visitation to Conservation Areas and to increase education program uptake were undertaken in 2019. These include provision of a Conservation Area seasons pass to the Town of St Marys Library that could be signed out for use by Library users, while it was not possible to quantify visitation impact feedback from St Marys library staff was very positive about the response. In addition, day camp opportunities at the Town of St Marys library were provided in coordination with UTRCA Community Education programming. A similar library initiative was offered at the Stratford Public Library and smaller branches throughout Perth County. Further offerings to promote visitation were also positively received including Wildwood dam tours, Children's Water Festival Family nights and education programs at the three Conservation Areas such as learn to canoe and night hikes that were supported with a Job Creation funded program position. A watershed visitation survey was completed and circulated internally for review and implementation in 2020 and staff continue to build on the list of "hands on activities" to be counted towards visitation statistics.

Methods to Determine Annual Attendance:

Protocols and methods are still being developed and finalized how to count visitors coming through front gates and ensure they are not "double counted" while participating at an event

or activity within the Conservation Area. Process for counting visitors has been integrated into Customer Service Representative seasonal staff training and visitors to day use and season pass day use is tracked using the existing park reservation system CAMIS. Staff also focused on the north and south shore of Pittock Conservation Area with four days of collecting information from users. This was done through face to face surveys that were completed at different times of the day and different days of the week. Feedback on parks use was collected and indicated positive feedback related to the opening of the pedestrian walkway over the dam in 2020 however, many of users didn't understand the partnership between the City of Woodstock and the UTRCA on the north and south shore.

Community Education staff collected ideas from high school students participating in ICE (Innovation, Creativity, and Entrepreneurship) Training at our conservation areas. ICE Training is a component of the Ministry of Education's Specialist High Skills Major (SHSM) Program offered in high schools. ICE training is an experience in which student teams use a process called the 3 Gears (developed by the Rotman School of Management at the University of Toronto) to solve a real-world challenge specific to an organization. At the end of the process, students share their insights and innovations with the organization. Students were challenged on how to increase attendance at our conservation areas while keeping the conservation message in mind. Feasible ideas from the student teams have been forwarded to marketing staff for further discussions with conservation area staff.

Target Action: Expand and improve environmental experiences.

Fanshawe Conservation Area Access:

Worked extensively with the City of London regarding the Veteran's Memorial Parkway extension project to ensure access to and from Fanshawe Conservation area is improved. As part of this process a small parcel of land (2 acres) was sold to the City of London for the road work project.

Asset Management Plan:

In 2019 a staff team was formed to meet with and review some software options available for asset management. This review highlighted the complexity of these applications and highlighted a need for first undertaking an assessment of asset management needs first prior to investing in software which is proposed for 2020.

Prepared by:

Ian Wilcox
General Manager

Chris Harrington
Manager, Watershed Planning, Research and Monitoring