

Board of Directors

Upper Thames River Conservation Authority



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UPPER THAMES RIVER

CONSERVATION AUTHORITY

Upper Thames River Conservation Authority Board of Directors'
Meeting Agenda
March 28, 2023 at 9:30 A.M

1. Territorial Acknowledgement

2. Modifications to the Agenda

3. Declarations of Pecuniary Interest

4. Presentations/Delegations

- 4.1. Environmental Planning & Regulations Programs and Services
J.Allain

5. Administrative Business

- 5.1. Approval of Minutes of Previous Meeting: February 28, 2023
- 5.2. Business Arising from Minutes
- 5.3. Correspondence

6. Reports – For Consideration

- 6.1. Wetland Compensation Position Paper
J.Allain - ENVP #13314
- 6.2. Interim Vaccination Policy
J.Henry and J.Howley – HR #32216
- 6.3. Provincial Offences Act Officer Designation for Jay Ebel and Richard
Brewer
B.Verscheure – #126288

6.4. Board of Directors Meeting Schedule Revision
T.Annett – Admin #4715

6.5. Finance and Audit Committee – Open Position
T.Annett – Admin #4710

7. Reports – In Camera

7.1. Litigation Affecting the Authority – Statements of Claim Update

8. Reports – For Information

8.1. Administration and Enforcement – Section 28 Status Report
J.Allain – ENVP #13307

8.2. Inventory of Programs and Services Report #4
T.Annett – Admin #4716

8.3. Annual Health and Safety Report
J.Howley – HR #31722

8.4. [For Your Information Report – March 2023](#)

8.5. Building Overview Presentation
M.Knox and A.Bumbacco

9. Notices of Motion for April 25, 2023

10. Chair’s Comments

11. Member’s Comments

12. General Manager’s Comments

13. Adjournment



Tracy Annett, General Manager

To: UTRCA Board of Directors
From: Jenna Allain, Manager, Environmental Planning and Regulations
Date: March 20, 2023
Filename: ENVP #13314
Agenda #: 6.1
Subject: Wetland Compensation Position Paper

Recommendation

That staff be directed to move forward with the recommendations outlined in this report to draft a wetland compensation policy.

That this position paper and draft policy be shared with the public and stakeholder groups within the UTRCA watershed for consultation and feedback.

Purpose

This report serves as a discussion paper intended to introduce the concept of wetland compensation within the context of UTRCA's planning and permitting role. The report outlines how, where and why wetland compensation might be considered as a watershed management tool and provides points for consideration by the Board in determining an appropriate approach for wetland compensation in the Upper Thames River watershed.

It is important to note that by considering a wetland compensation policy, UTRCA is not promoting or supporting an increase in removal of wetlands and associated natural features throughout the watershed. On the contrary, and like many other Conservation Authorities, UTRCA has historically accepted informal compensation as a mitigation measure for wetland loss on an ad hoc basis, with approval from the Board of Directors. Compensation should only be considered where all other options for protection, minimization and mitigation have been exhausted. Certain features will not be considered for offsetting due to their sensitivity.

Background and Policy Context

Population growth and an increase in development pressures present challenges for the protection of natural features across the province. In addressing these challenges, the concept of "ecological offsetting" or "ecological compensation" has been gaining momentum. Recent legislative changes to the land-use and environmental planning system in Ontario have also opened the door for ecological offsetting as an approach to compensate for the loss of natural assets. It is expected that pressure to consider ecological compensation will continue to increase over the coming years due to a number of factors, which include:

- Recent changes to the *Conservation Authorities Act* and other legislation;
- An increase in complex site-specific development proposals on constrained properties, and;

- An increased demand for residential development in response to the Ontario housing crisis.

As such, it is important that the UTRCA consider what an appropriate policy approach might be for the Upper Thames River watershed.

Definitions/Terminology

Compensate or Offset – The replacement of a lost or altered natural feature or area and its functions through development and other activities.

Ecological Net Gain – The resultant increase in the area and/or functions (biodiversity, ecological and hydrological functions, linkages) when the removal of all or part of a natural heritage feature, such as a wetland, is compensated by the creation of a larger and/or better functioning natural feature.

Compensation Policy Context – Conservation Authorities Act

Under Section 28 of the *Conservation Authorities Act* (the *Act*), Conservation Authorities may prohibit development within wetlands or within areas adjacent to wetlands where development could interfere with the ecological and hydrologic functions of a wetland. In certain cases, a CA may grant permission for development in such areas, if, in its opinion, the control of flooding, erosion, dynamic beaches, pollution or the conservation of land will not be affected by the development. In accordance with Section 28 of the *Act*, UTRCA administers and enforces Ontario Regulation 157/06: *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses*. Through the implementation of this Regulation, UTRCA acts as a regulatory agency with a mandate to protect people and property.

UTRCA staff review development applications using the *Environmental Planning Policy Manual for the Upper Thames River Conservation Authority*, approved by UTRCA's Board of Directors on June 28, 2006 (revised October 24, 2017). The policy manual provides guidelines that support staff in the implementation of the Section 28 Regulation, including Section 4.2.4, which directs staff with regard to development and interference within and adjacent to wetlands. Present direction stipulates that, in general, development or site alteration is not permitted within a wetland or within 30 metres of a wetland identified as Provincially Significant, or that is greater than or equal to 2 ha in size ('other wetlands'). Any development up to 120 metres from a wetland boundary must demonstrate no negative hydrologic impact on the wetland features/function.

The policy context above provides the basic foundation for UTRCA's compensation guidelines. This position paper is prepared on the premise that, for the vast majority of development applications, UTRCA's existing Environmental Planning Policy Manual does not presently allow for development and interference within a wetland or within 30 metres of a wetland. This represents an ongoing constraint for development proponents and UTRCA's municipal partners. Further, recent changes to the *Act* include provisions that may oblige a CA to enter into an offsetting/compensation agreement in scenarios where a Mandatory Permit e.g. Minister's Zoning Order (MZO) is issued.

Where a Minister's Zoning Order (MZO) has been issued, subsection 28.1.2 (3) of the *Act* stipulates that the authority must issue a permit where the development project is within the

authority's jurisdiction. In these situations, UTRCA is obliged to issue a permit despite the prohibitions of Section 28 of the *Act*. The authority cannot refuse permission regardless of impact or effect where an MZO has been issued. The CA may attach conditions to an MZO-related permit, or the CA may be obliged to enter into an offsetting/compensation agreement in scenarios where an MZO is issued.

While UTRCA has not had an MZO issued within our watershed since these changes to the *Act* have been made, there have been frequent MZO's issued in other parts of the province. In some cases, the types of developments being approved via MZO have involved development in wetlands. Normally, UTRCA would not permit such development. However, if an MZO is issued the authority is required to issue a permit. The Authority may attach conditions to the permit, including conditions to mitigate. This is where wetland compensation has been used in other jurisdictions to compensate for unavoidable losses. It should be noted however, that applicants may appeal to the Ontario Lands Tribunal or request the Minister to review the conditions. The Minister may confirm or vary the conditions that the authority proposes to attach to a permit, including removing conditions or requiring that such additional conditions be attached to the permit.

The MZO-related changes to the *CA Act* demonstrate the importance of CAs being able to respond to situations where development approval is imposed by the Province. In these situations, the authority's control is limited to implementation of conditions, and such conditions may be necessary to offset impacts to wetland features and functions.

Compensation Policy Context – *Planning Act*

It should be noted that Ontario Regulation 596/22 which took effect on January 1st, 2023 now prohibits Conservation Authorities from providing comments outside of their mandatory role on applications made under the *Planning Act* (and other prescribed Acts). This restricts CA commenting roles to natural hazards and regulated features (which includes wetlands) but does not include other natural heritage features. The following section provides information on natural heritage features, including wetlands, as additional context for the wetland compensation policy.

Planning and regulatory policy developed by the UTRCA needs to “be consistent with” the Provincial Policy Statement, 2020 (PPS). Section 2.1.2 of the PPS states “The diversity and connectivity of natural features in an area, and the long-term ecological function and biodiversity of natural heritage systems, should be maintained, restored or, where possible, improved, recognizing linkages between and among natural heritage features and areas, surface water features and ground water features”. Based on this, the overall policy direction as it relates to natural heritage (including wetlands) is that of maintaining and restoring natural features, functions, biodiversity, linkages and water features.

Section 2.1.4 of the PPS outright prohibits development in significant wetlands. For features such as significant woodlands, significant valleylands, significant wildlife habitat and significant areas of natural and scientific interest, Section 2.1.5 of the PPS prohibits development unless it has been demonstrated that there will be no negative impacts on the natural features or their ecological functions. The PPS further prohibits development in lands adjacent to natural heritage features (including wetlands) in Section 2.1.8, unless the ecological function of the adjacent lands has been evaluated and it has been demonstrated that there will be no negative impacts on the natural features or their ecological functions.

This policy framework speaks to the protection of the features with development only permitted when it is demonstrated that the natural features and functions would not be negatively impacted. In accordance with the PPS, municipal land use planning policies also generally prohibit or discourage development within significant natural heritage features, unless the proposal can demonstrate “no negative impacts”.

Compensation Policy Context – *More Homes Built Faster Act*

On November 28, 2022 the Ontario government’s legislation to support the province’s newest Housing Supply Action Plan, the *More Homes Built Faster Act*, received Royal Assent. This legislation is part of the Ontario government’s long-term strategy to help build more homes and address the current housing crisis in Ontario.

As part of their initiative to build more homes faster, the Ontario government proposed and approved changes to the Ontario Wetland Evaluation System, which alters the way that wetlands are defined, identified and assessed in Ontario. Additionally, the Ontario Ministry of Natural Resources and Forestry was removed as the approval authority for determining whether or not a wetland is provincially significant. It is the opinion of the UTRCA that the changes made to the Ontario Wetland Evaluation System weakened the identification, classification and status of wetlands in Ontario, and opened the door to allow for easier removal of wetlands to support growth and development.

Further, with the introduction of the *More Homes Built Faster Act*, the Provincial Government sought public feedback on the concept of a provincial ecological offsetting/compensation policy through an Environment Registry posting (ERO: 019-6161) titled “Conserving Ontario’s Natural Heritage”. The posting noted that natural heritage conservation is primarily implemented through the land use planning framework, but that no existing plans incorporate provisions for offsetting. They presented a discussion paper to gather feedback on how Ontario could offset development pressures on wetlands, woodlands, and other natural wildlife habitat.

No further direction has been provided by the Province on whether a policy will be introduced, or when this may happen. However, with the idea of a provincial offsetting/compensation policy presented, combined with the changes made to the Ontario Wetland Evaluation System, development pressures to remove or change wetlands have increased significantly over the past 6 months. Because of this pressure, UTRCA needs consistent guidelines that can be presented to municipalities and developers when development within wetlands or their area of interference is inevitably proposed.

Existing Offsetting Policies and Guidelines

A number of conservation authorities in Ontario have developed ecological offsetting policy documents including: Nottawasaga Valley Conservation Authority, Credit Valley Conservation Authority, Lake Simcoe Region Conservation Authority, Toronto Region Conservation Authority, Cataraqui Region Conservation Authority and Hamilton Conservation Authority. For those CAs that have adopted policy documents, the scope and detail of each document varies. In general, larger CAs, such as TRCA, CVC and LSRCA have adopted relatively wide-ranging policy documents, whereas some smaller CAs have adopted a policy approach with a narrower scope. This is a function of resource availability, political context and development pressure. For example, the issuance of MZO’s in the Greater Toronto Area has

been a relatively common occurrence. In response, local CAs have had to develop comprehensive, research-supported policy documents to deal with complex, large-scale, and high value development projects that overlap with existing natural heritage features.

The approach taken by other CAs varies, especially with regards to details such as the types of features considered, compensation rations, and project implementation. However, the policies tend to follow key principles (discussed below), and across the board, offsetting is used cautiously and judiciously. UTRCA staff have reviewed these other CA policy documents to aid in the development our own UTRCA-specific policy and in the preparation of this report.

Goal of Wetland Compensation Policy and Key Principles

The goal of wetland compensation policy is to ensure that further losses of these regulated features within the Upper Thames River watershed are highly limited and, where appropriate, met with gains in area, value, and function through the use of standardized criteria and metrics. The policy will follow a hierarchical approach, shown in order of priority in **Figure 1** below.

Figure 1. Mitigation Hierarchy (adapted from MNRF 2015)

1. Avoid	2. Minimize	3. Mitigate	4. Compensate
Prevent impacts from occurring by changing project location, scope, nature of activities.	Reduce the duration, intensity and/or extent of impacts that cannot be avoided.	Rehabilitate or restore features or functions that have been exposed to impacts that could not be avoided or minimized.	Create or restore new habitat to compensate for loss that could not be avoided, minimized or mitigated.

If through a land use planning exercise or application, or a Section 28 permit application, it is determined that a wetland cannot be protected it is anticipated that UTRCA will have to accept offsetting in some circumstances. However, compensation is a management tool that should only be used as a “last resort”, and only after all other options for protection the wetland have been evaluated in accordance with the mitigation hierarchy.

There are many disadvantages to wetland offsetting/compensation which include: the difficulty in replicating ecological features and functions that occur naturally on the landscape, public opposition to compensating, issues of precedent, resource requirements (staff time and funding) to implement and monitor a successful project, and losses to local and regional natural heritage connectivity. Given the challenges associated with wetland compensation, it is important that any compensation policy be consistent with accepted principles.

Ontario Nature¹ has identified the following seven principles to be considered for offsetting/compensation policy:

1. Offsetting should be set within a clear mitigation hierarchy (as outlined above).
2. Offsetting should require achievement of an overall net gain.
3. Some sites, features and habitats should be off-limits to offsetting, based for example on vulnerability and irreplaceability. The “no-go” criteria should be informed by science and Aboriginal traditional knowledge.

1. Greenway Guide Series, Key Issues in Biodiversity Offset Law and Policy, A Comparison of Six Jurisdictions, Ontario Nature, 2015.

4. In establishing equivalence, the offset must take into account not only quantity (size) but also quality with respect to the condition of both sites and their landscape context.
5. The outcomes secured through an offset should last at least as long as the project's impacts, and ideally in perpetuity.
6. The offset location should be based on desired conservation outcomes.
7. The pricing of offsets should cover the complete costs of the delivery of the offsets (including costs of entering into an agreement, creation and maintenance of the offsets, monitoring and reporting).

As noted above, many of these principles have been adopted by Conservation Authorities in Ontario and form the basis of approved ecological offsetting policies in use today.

Considerations and Recommendations

The intent of this report is to provide the key issues for consideration by the Board as the authority considers the matter of wetland compensation and what an acceptable approach may be for the Upper Thames River Conservation Authority. The following recommendations are being presented to seek input from the Board in order to confirm a general approach and proceed with finalizing a wetland compensation policy for public consultation and final board approval.

Recommendations

- In general, staff recommend that the seven key principles noted above form the basis of a high-level policy framework.
- As an overarching approach, staff recommend wetland compensation only as a last resort and only where all other options for protection of the feature have been fully explored. In doing so, it is anticipated that wetland compensation would be acceptable where an order has been made by the Minister of Municipal Affairs and Housing and the UTRCA is obliged to permit development. Further, staff anticipate that there will be circumstances associated with essential public infrastructure or proposed developments where a net environmental gain may be achieved, where wetland compensation may be appropriate. Further assessment of these circumstances and what the policy implications would be is proposed as part of the recommended next step: development of a draft wetland compensation policy.
- Staff recommend that wetland compensation occurs so that the same wetland type and functions are replaced at a 3:1 ratio for total area of the wetland that is lost.
- Staff recommend that compensation should, in general, occur in close proximity to the development site where feasible. Further, staff recommend compensation within the same watershed or sub-watershed.
- Based on the current organizational capacity, staff recommend that wetland compensation be implemented entirely by the proponent. Under this model, UTRCA's role would remain as the regulatory approval agency and the proposed compensation would need to be in compliance with the authority's approved policies.
- Staff recommend that public and stakeholder consultation occur once a draft wetland compensation policy has been prepared. Consultation feedback and how it was addressed within the final wetland compensation policy will be brought to the Board for approval at a later date.

Next Steps

Once the UTRCA's general approach to wetland compensation is confirmed, staff will move forward with completing a draft wetland compensation policy document. Public and stakeholder consultation could then occur once the draft policy is established. The draft policy will be directly circulated to our member municipalities and stakeholder groups, and be made publicly available on the UTRCA website. The last step would be to finalize the policy document based on consultation feedback for final Board approval.

Staff anticipate that consultation could begin in mid- to late-April and extend for a 3-4 month period before returning to the Board for final approval in September.

Recommended by:

Jenna Allain, Manager, Environmental Planning and Regulations

Prepared by:

Jenna Allain, Manager, Environmental Planning and Regulations
Tara Tchir, Watershed Science Coordinator
Sarah Hodgkiss, Planning Ecologist

To: UTRCA Board of Directors
From: Jennifer Howley, Health and Safety Specialist
Justin Henry, Human Resources Coordinator
Date: March 8, 2023
Filename: HR # 32216
Agenda #: 6.2
Subject: UTRCA COVID-19 Interim Vaccination Policy

Recommendations

That the Board of Directors approve the suspension of the COVID-19 Interim Vaccination Policy for all UTRCA employees as defined in the policy.

It is further recommended:

That any re-implementation of the policy be an operational decision as determined by the General Manager in consultation with Human Resources

Background

In October 2021, the Board of Directors approved the COVID-19 Interim Vaccination Policy. The policy was developed by staff following a letter of recommendation issued by Middlesex-London Medical Officer of Health calling on all businesses to implement COVID-19 vaccination policies for employees, volunteers and contractors. In October 2022, staff were asked to provide information to the Board of Directors in response to the notice of motion to suspend the vaccination policy. It was decided, with legal advice, to leave the policy in place at that time with review in the new year. Both reports have been attached for reference.

Throughout the pandemic, the UTRCA has relied on information provided by the Medical Officer of Health and from the local health units to ensure the safety of the staff. Staff have also stayed apprised of what the actions of other conservation authorities and watershed municipalities with respect their vaccination requirements. The UTRCA Joint Health and Safety Committees (JHSC's) has also contributed to the conversation.

On March 2, 2023, the JHSC's put forward a Recommendation to the Managers that the UTRCA COVID-19 Interim Vaccination Policy be suspended at this time. The JHSC reflected on the past three years and the impact the pandemic had on the workplace and how the operations have evolved. Over the past year, the UTRCA has slowly resumed regular operations lifting restrictions without cause for concern. The vaccination policy is the final restriction to be considered. Managers supported the Recommendation. This recommendation comes 1 year after the province lifted a majority of COVID-19 related public health and workplace safety measures and released Living with and Managing COVID-19.

The UTRCA recognizes that COVID-19 still exists, and if necessary are prepared to reinstate past safety measures. If needed, it is further recommended that any re-implementation of the policy be an operational decision as determined by the General Manager in consultation with Human Resources. As we learned from the pandemic, information can change rapidly and implementation at the operational level positions the UTRCA to respond accordingly and the ensure any future policy is representative of the most up to date information and recommendations in support of public health. Staff continue to be respectful of individual decisions made with respect to masking and physical distancing. It is expected that this will continue with the suspension of the Interim Vaccination Policy.

Recommended by:

Justin Henry, Human Resources Coordinator
Jennifer Howley, Health and Safety Specialist

To: UTRCA Board of Directors
From: Tracy Annett, General Manager
Jennifer Howley, Manager, Conservation Areas
Date: October 11, 2021
Filename: Conservation Areas # 9901
Agenda #: 6.4
Subject: UTRCA COVID-19 Interim Vaccination Policy

Recommendation: That the Board of Directors approves the COVID-19 Interim Vaccination Policy for all UTRCA employees as defined in the policy.

The Upper Thames River Conservation Authority (UTRCA) is committed to protecting employees and others from hazards in the workplace, including infectious and vaccine preventable diseases and to maintaining a protected workforce. Under the Occupational Health and Safety Act and through the Internal Responsibility System, all workplace parties have a duty to keep the workplace safe, this includes taking every reasonable precaution in the circumstances to protect the worker (OHSA, Section 25(2)(h)).

On September 3, 2021, the Middlesex-London Health Unit's Medical Officer of Health issued a [letter of recommendation](#) to employers and business operators, calling on all businesses to implement workplace COVID-19 vaccination policies, requiring all employees, volunteers, and contractors who have in-person interactions to be vaccinated against COVID-19, with exceptions accommodated under exempted medical conditions and other protected grounds under the Ontario Human Rights Code.

Throughout the pandemic, staff has been consistent in adhering to the provincial acts and regulations associated with the pandemic and relying on direction from public health officials which resulted in the Framework for Resuming Operations. Similar to the Framework for Resuming Operations, updates to this policy may be needed as direction from the province and public health require. The development of the Interim Vaccination Policy followed that same extensive review of provincial and health official direction while at the same time exploring policies adopted by municipalities within the watershed and other conservation authorities. Legal advice was also sought to ensure the policy is not in contravention of employment standards.

Recommended and Prepared by:
Tracy Annett, General Manager
Jennifer Howley, Manager, Conservation Areas

To: UTRCA Board of Directors
From: Jennifer Howley, Health and Safety Specialist, Tracy Annett, General Manager
Date: August 9, 2022
Filename: HR # 29668
Agenda #: 6.1
Subject: UTRCA COVID-19 Interim Vaccination Policy - Update

Motion Regarding Vaccination Policy

Mover: T.Jackson

Seconder: P.Mitchell

TO suspend the vaccine mandate for staff and new hires effective immediately.

Staff Recommendation:

That the following staff report be provided as information in response to the notice of motion to suspend the vaccination policy.

On October 26, 2021, Board of Directors approved the UTRCA COVID-19 Interim Vaccination Policy. The Occupational Health and Safety Act fosters an internal responsibility system, which means all workplace parties have a duty to keep the workplace safe. This duty includes taking every reasonable precaution in the circumstances to protect the worker (OHSA, Section 25(2)(h)).

Throughout the pandemic, the UTRCA has been consistent in adhering to the provincial acts and regulations associated with the pandemic and relying on direction from local public health officials. In March 2022, when the Province began revoking acts and regulations, the UTRCA continued to follow the guidance from our local health units. While some staff, including field staff, reported to the workplace in preparation of the upcoming season, others that were able to continue to work remotely opted to do so. Masking and active screening requirements continued to be in place for all UTRCA workplaces as did occupancy limits on meeting rooms and the lunch room.

On July 4, 2022, the Watershed Conservation Centre reopened and the UTRCA became “mask friendly,” giving employees and visitors the option to wear a mask if they chose to do so. The daily active screening requirement was lifted and employees were asked to passively screen themselves prior to attending the workplace, with the key message being, “if you are sick stay home.” Occupancy limits for meeting rooms and lunch rooms were also lifted. Staff updates were provided in advance and signs reflecting these changes were posted throughout the workplaces. Finally, employees that had been working remotely were encouraged to return to the workplace.

Currently, the UTRCA COVID-19 Interim Vaccination Policy remains in place. Although the Province has suspended the QR Scanner Service, new staff continue to provide visual proof of vaccination as part of onboarding. Local health units continue to promote vaccination as the strongest defense against COVID-19 and influenza, and Southwest Public Health literature pertaining to workplaces encourages maintaining vaccination policies as a protective strategy to safeguard workplace health and safety. In addition, health units suggest workplaces encourage their staff to stay up to date with COVID-19 booster doses, including fourth doses.

On July 11, 2022, the Joint Health and Safety Committee discussed the COVID-19 Interim Vaccination Policy as part of its regular COVID-19 discussion. Committee members agreed that the vaccination policy should remain in place as per the information shared by the local health units. Although other safety measures are being lifted, the vaccination policy demonstrates that the UTRCA is taking every reasonable precaution to ensure the health and safety of staff. The committee will revisit the policy again at its next meeting, which is scheduled for September, to ensure the policy is still relevant based on updated health unit messaging.

A poll of other conservation authorities that was recently completed found that many still have their vaccination policy in place, including CAs with larger numbers of employees, such as Halton, Hamilton, Niagara Peninsula, Otonabee, and Ganaraska Region CAs. Kettle Creek and Nottawasaga Valley CAs, which both have smaller staffing complements, have revoked their policy.

Although COVID-19 numbers reported by the Ontario Science Table appear to be low at this time, the [wastewater signals in the Southwest](#) are climbing. Last year, transmission was reduced in the summer months but increased in the fall with the return to indoor activities and school. It remains to be seen whether a similar trend occurs this year.

Through discussion with our solicitor, his consultation with others has indicated that larger companies continue to implement vaccine policies to reduce their risk and will be re-evaluating policies in February. The UTRCA has had very limited issues with compliance and our multi-layered approach to protect staff has resulted in no workplace transmissions of COVID-19.

At this time, suspending the vaccine policy is premature. Staff will continue to monitor COVID-19 transmission in the watershed public health regions, and receive input from the UTRCA Joint Health and Safety Committee to determine when suspension of the policy is appropriate.

Recommended by:
Jennifer Howley, Health and Safety Specialist
Tracy Annett, General Manager

To: UTRCA Board of Directors
From: Brent Verscheure
Date: March 8, 2023
Filename: # 126288
Agenda #: 6.3
Subject: Provincial Offences Act Officer Designation for Jay Ebel and Richard Brewer

Recommendation

That the Board of Directors designate Jay Ebel and Richard Brewer as Provincial Offences Act Officers for the purpose of enforcing the Trespass to Property Act and the Conservation Authority Regulations on Upper Thames River Conservation Authority (UTRCA) property, as a requirement of the position of Land Management Technician.

Background

The Board of Directors appoints as Provincial Offences Act (POA) Officers those full time staff whose responsibilities include performing regulatory enforcement duties associated with Ontario Regulation 136: Conservation Areas – Upper Thames River (to be amended to O.Reg. 688/21 once proclaimed) and Ontario Regulation 157/06 made under the Conservation Authorities Act. Prior to the appointment, the individual being considered must provide proof of a clear criminal record (immediately prior to the appointment) as well as proof of prior enforcement officer training.

Jay completed his Forestry Technician Diploma from Sault College of Applied Arts and Technology in 2003. Jay began his career with the UTRCA in 2003 as a Forestry Assistant under a short term contract. He then worked as a Forestry Operations Technician with the Grand River Conservation Authority from 2004 – 2007, where he was designated as a POA Officer under Section 29 of the Conservation Authorities Act. Jay was re-hired by the UTRCA on March 26, 2007 as a Forestry Technician until September, 2022 when he moved into his current role as Land Management Technician with the Lands, Facilities and Conservation Areas Division.

Richard completed his Bachelor of Social Science Environmental Management Degree (2002) and a Bachelor of Social Science Honors in Geography and Environmental Management (2003), from the University of Natal in South Africa. Richard also holds a Post-Grad certificate in Geographical Information Systems from Fanshawe College in 2009. He began his career with the UTRCA in 2013 as a Tree Planter with the forestry unit. Since 2013 he has held various roles with the UTRCA including Fleet & Facilities

Technician, Park Operations Technician (Fanshawe Conservation Area), Land Management & Spatial Data Assistant and most recently as Land Management Technician (London Environmentally Significant Areas) as of August 29, 2022.

After completion of the Level 1 Conservation Authority Compliance training, education and previous employment experience, staff would like to welcome Jay and Richard as assets and additions to the UTRCA POA team, with Board approval.

Prepared by:

Brandon Williamson, Land Management Coordinator

Recommended by:

Brent Verscheure, Manager, Lands Facilities and Conservation Areas

To: UTRCA Board of Directors
From: Tracy Annett
Date: March 15, 2023
Filename: Admin # 4715
Agenda #: 6.4
Subject: 2023 Board of Directors Meeting Schedule Revision

Recommendation

That the Board approves the following amended meeting dates for the remainder of 2023:

Tuesday, April 25, 2023
Tuesday, May 23, 2023 – **Short meeting to be followed by a Bus Tour to end at 3:00pm**
Tuesday, June 27, 2023 – **Proposed date change to June 20th, 2023**
Tuesday, August 22, 2023
Tuesday, September 26, 2023
Tuesday, October 24, 2023
Tuesday, November 28, 2023

Background

The General Membership approved a schedule for regular meetings in November for the upcoming year, consistent with the Meeting Procedures outlined in Section C of the UTRCA's Administrative By-Law, updated March 22, 2022.

However, a recently scheduled Conservation Ontario meeting is a conflict for the General Manager to attend the June 27th meeting date. Instead, it is proposed to move the meeting date ahead by a week.

In addition, we wanted to highlight that a tour of members to demonstrate the programs and services of the Authority at the May meeting. The tour will extend beyond our normally scheduled meeting time. The tour will focus on Unit activities in the following:

- Lands, Facilities and Conservation Areas
- Water and Information Management
- Integrated Watershed Management

Typically, we are able to give members the option of attending in person, or virtually over Zoom, it will not be possible for the Tour portion of the meeting planned in May.

Recommended & Prepared by:

Tracy Annett, General Manager

To: UTRCA Board of Directors
From: Tracy Annett, General Manager
Date: March 13, 2023
Filename: Admin # 4710
Agenda #: 6.5
Subject: 2023 Finance and Audit Committee – Open Position

Recommendation

That nominations be re-opened to fill the vacant position on the Finance & Audit Committee.

Background

The Committee currently consists of Chair Brian Petrie, Vice-Chair Sandy Levin, Paul Mitchell and Tom Heeman, who were elected at the Annual General Meeting. According to the Administrative By-Law and the Terms of Reference for the Finance & Audit Committee, “The Committee consists of the Chair, and no fewer than two, but no more than four other members shall be elected from the Board.” The Chair received an expression of interest from Harj Nijjar to fill the fifth position available on the Finance & Audit Committee. Staff recommend that nominations be re-opened for any members interested in running for this position.

Prepared and Recommended by:

Tracy Annett,
General Manager

To: UTRCA Board of Directors
From: Jenna Allain, Manager, Environmental Planning and Regulations
Date: March 15, 2023
Filename: ENVP # 13307
Agenda #: 8.1
Subject: Administration and Enforcement – Section 28 Status Report – *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation (O.Reg.157/06)*

Section 28 Report

The attached tables are provided to the Board as a summary of staff activity related to the Conservation Authority's *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation* (Ontario Regulation 157/06 made pursuant to Section 28 of the Conservation Authorities Act). The summary covers permits issued between January 1, 2023 and February 28, 2023.

To date, 43 permit numbers have been assigned this year with 17 of those permits issued before February 28th. A further eight permits have been issued in 2023 where the permit number was assigned in 2022, bringing the total number of permits issued in 2023 to 25.

Recommended by:

Jenna Allain, Manager, Manager, Environmental Planning and Regulations

Prepared by:

Jessica Schnaithmann, Land Use Regulations Officer
Ben Dafoe, Land Use Regulations Officer
Cari Ramsey, Land Use Regulations Officer
Mike Funk, Land Use Regulations Officer
Brad Dryburgh, Land Use Regulations Assistant
Karen Winfield, Planning and Regulations Resource Specialist

SECTION 28 STATUS REPORT
SUMMARY OF APPLICATIONS FOR 2021

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

Report Date: January and February 2023

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

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Timelines	Staff
247-22	Perth South	Lot 4, Gore 6 (Downie)	Routine	Utility Corridor	Enbridge Gas integrity dig	12-Dec-2022	4-Jan-2023	18-Jan-2023	4-Jan-2023	YES	Dryburgh
227-22	London	25 Wilson Ave, London	Routine	Municipal Project	Labatt Park Improvements - bleachers, washrooms, light poles	25-Oct-2022	3-Jan-2023	17-Jan-2023	11-Jan-2023	YES	Funk
210-22	Zorra	355402 35th Line	Major	Development	Replacement Single Family Residence	4-Aug-2022	4-Jan-2023	1-Feb-2023	17-Jan-2023	YES	Dafoe
193-22	London	6019 Hamlyn Street	Major	Complex	Liberty Crossing Subdivision	13-Sep-2022	17-Jan-2023	14-Feb-2023	19-Jan-2023	YES	Schnaithmann
251-22	Thames Centre	164 King St	Minor	Utility Corridor	HDD with watercourse crossing	9-Dec-2022	31-Jan-2023	21-Feb-2023	31-Jan-2023	YES	Dryburgh
204-22	Zorra	297142 29th Line	Major	Development	Renovation/construction of single family residence including septic system	10-Oct-2022	14-Feb-2023	14-Mar-2023	22-Feb-2023	YES	Dryburgh
246-22	London	Part Lots 33, 34, 35, Con 2	Minor	Alterations to Wetlands & Watercourses	Proposed Replacement/Enhancement of the Existing Drain Downstream of Pincombe SWMF#2	9-Sep-2022	10-Feb-2023	3-Mar-2023	27-Feb-2023	YES	Schnaithmann
219-22	London	167 Paul St	Minor	Development	Two-storey addition in West London SPA	30-Jan-2023	18-Feb-2023	11-Mar-2023	28-Feb-2023	YES	Funk
3-23	Ingersoll	253 Alder Rd	Minor	Development	Replacement Pool Shed	1-Jan-2023	17-Jan-2023	7-Feb-2023	17-Jan-2023	YES	Dafoe

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Timelines	Staff
4-23	Middlesex Centre	Union Avenue	Major	Municipal Drain	Improvements to the Komoka Drainage Works (Union Avenue Branch) to alleviate multi-lot complaints of routine flooding in a residential area along Union Avenue.	28-Nov-2022	28-Nov-2022	26-Dec-2022	17-Jan-2023	NO	Winfield
2-23	London	226 Cooper St	Major	Development	Replacement Dwelling in West London SPA	10-Jan-2023	17-Jan-2023	14-Feb-2023	19-Jan-2023	YES	Funk
8-23	London	166 Forward Ave	Routine	Development	Shed renovations on existing foundation	20-Jan-2023	20-Jan-2023	3-Feb-2023	31-Jan-2023	YES	Funk
13-23	Thames Centre	Goarley Drain	Routine	Municipal Drain	Drain Maintenance	24-Jan-2023	24-Jan-2023	7-Feb-2023	31-Jan-2023	YES	Dryburgh
1-23	Ingersoll	59 George Johnson Blvd	Major	Municipal Project	Replacement Shed For Wastewater Plant	19-Aug-2022	2-Feb-2023	2-Mar-2023	6-Feb-2023	YES	Dafoe
18-23	Zorra	155095 15th Line, Zorra	Routine	Utility Corridor	Enbridge Directional Drill	2-Feb-2023	7-Feb-2023	21-Feb-2023	7-Feb-2023	YES	Dryburgh
5-23	London	3105 Bostwick Road	Major	Development	Talbot Villiage Subdivision - Phase 7	16-Nov-2022	13-Jan-2023	10-Feb-2023	13-Feb-2023	NO	Schnaithmann
15-23	EZ Tavistock	515806 11th Line	Major	Development	Replacement of Septic System within Slope Hazard	31-Jan-2023	31-Jan-2023	28-Feb-2023	14-Feb-2023	YES	Winfield
6-23	Perth South	1901 Perth Road 120A (James St S)	Major	Development	Multi-Unit Warehouse	3-Feb-2023	13-Feb-2023	13-Mar-2023	15-Feb-2023	YES	Dafoe
17-23	Perth South	Line 3	Major	Utility Corridor	Quadro Directional Drillings	31-Jan-2023	15-Feb-2023	15-Mar-2023	15-Feb-2023	YES	Dryburgh
19-23	London	5 Cawrse St	Routine	Development	Mudroom addition and covered porch	6-Feb-2023	10-Feb-2023	24-Feb-2023	18-Feb-2023	YES	Funk
27-23	London	Southdale Rd W & Colonel Talbot Rd	Minor	Municipal Project	Roundabout Construction and Road Improvements	9-Jan-2023	31-Jan-2023	21-Feb-2023	18-Feb-2023	YES	Funk

Permit #	Municipality	Location/Address	Category	Application Type	Project Description	Application Received	Notification of Complete Application	Permit Required By	Permit Issued On	Comply with Timelines	Staff
21-23	Ingersoll	274171 Wallace Line	Major	Development	Site Alteration/Pre-grading for Industrial Subdivision	14-Feb-2023	15-Feb-2023	15-Mar-2023	22-Feb-2023	YES	Dafoe
31-23	London	Elliot-Laidlaw Drain	Routine	Municipal Drain	Drain Maintenance	13-Feb-2023	22-Feb-2023	8-Mar-2023	22-Feb-2023	YES	Dryburgh
33-23	London	Clark's Bridge, Wellington Street	Minor	Municipal Project	Proposed Widening of Bridge Spanning the East Branch of the Thames River	24-Nov-2022	3-Feb-3023	24-Feb-3023	23-Feb-2023	YES	Schnaithmann
32-23	Woodstock	1238 Nellis St	Major	Development	Commercial - Industrial Building and Parking	21-Dec-2023	24-Feb-2023	24-Mar-2023	28-Feb-2023	YES	Dafoe

To: UTRCA Board of Directors
From: Tracy Annett, General Manager
Date: March 21, 2023
Filename: Admin # 4716
Agenda #: 8.2
Subject: Quarterly Progress Report #4 - Inventory of Programs and Services

Recommendation

THAT the UTRCA Board of Directors receive the report for information.

Background

As a requirement under Ontario Regulation 687/21, the Upper Thames River Conservation Authority (UTRCA) developed and approved a Transition Plan (December 17, 2021) and Inventory of Programs and Services (February 28, 2022). The Inventory of Programs and Services is based on the three categories identified in the Regulation. These categories include (1) Mandatory, (2) Municipally requested, and (3) Other (Authority determines are advisable).

As required under Ontario Regulation 687/21 and identified in UTRCA's Transition Plan, the UTRCA is providing its third Progress Report. Under the Regulation the Progress Reports must include the following;

- Any comments or other feedback submitted by a municipality regarding the inventory
- A summary of any changes that the Authority has made to the inventory to address comments or other feedback, including a copy of the amended inventory and description of changes
- An update on the progress of negotiations on cost apportioning agreements with participating municipalities
- Any difficulties that the Authority is experiencing that might affect the ability of the Authority to enter into cost apportioning agreements with participating municipalities by the transition date.

Discussion:

Progress made since the first Report details are summarized below:

1) Municipal Comments and Feedback

- a. Generally, municipalities have no further comments on the inventory but are awaiting the draft agreements to provide comments. Discussions with other

CA General Managers have indicated this is consistent throughout the Southwest region.

2) Summary of Changes to Inventory of Programs and Services:

- a. We continue to update our accounting systems to align with regulatory changes for future budgets.
- b. The Inventory of Programs and Services has been updated to include 2023 costing to reflect our approved budget.

3) Update on Progress of Negotiations with Participating Municipalities on Category 2 and 3 Programs and Services:

- a. UTRCA staff will continue to work collaboratively with the Southwest Conservation Authorities on finalizing draft templates for the Memorandum of Understanding for Cost Apportionment Agreements for Category 3 Programs and Services.
- b. Staff have been collaborating with neighbouring CA's (where feasible) to schedule further discussions.

4) Difficulties Reaching Transition Plan Date:

As noted in the previous reports, discussions have been initially delayed due to the municipal elections and more recently delayed as a result of uncertainty raised by the changes to the Conservation Authorities Act and regulations.

For these reasons the UTRCA may request an extension from the Ministry to the deadlines stipulated in O.Reg. 687 later this year.

The updated programs and services inventory / quarterly progress report will be posted on the UTRCA website, and submitted to the Ministry of Natural Resources and Forestry in accordance with Ontario Regulation 687/21.

Prepared by:

Tracy Annett, General Manager



Upper Thames River Conservation Authority: Inventory of Programs and Services

Quarterly Progress Report #4, April 2023

Content

Natural Hazard Management.....	2
Conservation Authority Lands and Conservation Areas.....	6
Drinking Water Source Protection.....	8
Water Quality and Quantity Monitoring	9
Core Watershed-based Resource Management Strategy.....	10
Conservation/ Outdoor Education and Community Outreach.....	14
Notes.....	15
Inventory Principles	15
Corporate Administrative Costs / General Operating Expenses.....	16

Natural Hazard Management

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Approved Costs and Funding Sources
Environmental Planning and Regulations	Regulations Section 28.1 Permit Administration and Compliance activities	Reviewing and processing permit applications, associated technical reports, site inspections, communication with applicants, agents, and consultants. Property inquiries Legal expenses for regulations and compliance. Input to the review and approval processes under other applicable law, (e.g., Environmental Assessment Act, Drainage Act, Aggregate Resources Act, with comments principally related to natural hazards, wetlands, watercourses and Sec 28 permit requirements.	1	Ontario Regulation 686/21s.8 Ontario Regulation 686/21s.6 s.28.0.1 and s.30.1 (once proclaimed)	\$762,174	\$1,168,677 Additional effort has been added for Regulation Mapping updates communications
	Review under Other Legislation	Input to the review and approval processes under other applicable law, (e.g., Environmental Assessment Act, Drainage Act, Aggregate Resources Act, with comments principally related to natural hazards, wetlands, watercourses and Sec 28 permit requirements.				
	Planning Municipal Plan Input and Review	Technical information and advice to municipalities on circulated municipal land use planning applications (Official Plan and Zoning By-law Amendments, Subdivisions, Consents, Minor Variances) with respect to natural hazards. Input to municipal land-use planning documents (OP, Comprehensive ZB, Secondary plans) related to natural hazards, on behalf of MNRF (delegated to CAs in 1983).	1	Ontario Regulation 686/21s.7	\$783,637	\$1,271,411
	Municipal Plan Input and Review NOT related to Natural Hazards	NOTE: Regulations no longer allow CA's to review and comment on Natural heritage. Technical information and advice to municipalities on circulated municipal land use planning applications related to Natural Heritage features and functions and Stormwater Management (Official Plan and Zoning By-law Amendments, Subdivisions, Consents, Minor Variances). Input to municipal land-use planning documents (OP, Comprehensive ZB, Secondary plans) related to natural heritage features and certain functions of Stormwater Management. Comments incorporate natural heritage information particularly around wetlands and aquatic species at risk to develop planning and regulatory strategies to mitigate downstream natural hazards.	2	CA Act s.21(1)(n) Updating MOUs required Memorandum of Agreement (MOA) for Planning Services Upper Tier Municipalities: City of London, 1997 County of Middlesex 1998 County of Perth 1999 Lower Tier: Municipality of Strathroy-Caradoc 2000	\$103,130	

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Approved Costs and Funding Sources
	Natural Heritage NOT related to Natural Hazards	Natural heritage monitoring, plans/strategies, and system design not on Conservation Authority owned land, to inform Official Plan and/or County level studies	2	CA Act s.21(1)(n)	Example: Natural Heritage System Studies	\$15,000 contract with Oxford County
Water Management	Flood Forecasting and Warning	Daily data collection and monitoring of local weather forecasts, provincial models, streamflow, and reservoir conditions, etc. Routine collection of near real-time data from stream gauge network (water level, flow, and precipitation). Seasonal collection and reporting on snow surveys. Maintenance of hydrometric gauges (both UTRCA gauges and assisting with maintenance of Water Survey of Canada gauges). Continuous monitoring of stream flow, reservoirs, and watershed conditions. Maintaining historical records. Development, maintenance, and implementation of Flood Contingency Plan. Regular liaison with municipal flood coordinators. Issuing flood bulletins and media releases.	1	Ontario Regulation 686/21s.2	\$795,212	\$776,293
	Flood and Erosion Control Infrastructure Operation and Management	<p>The UTRCA operates, and maintains flood control dams, dyke and flood wall systems, flood control channels, and erosion control structures. Includes 3 large dams and 9 smaller dams. The UTRCA also maintains 3 flood control channels, 8 dykes/floodwalls and 11 erosion control structures. Undertake dam safety studies and improve public safety around dams. In addition to the regular operation and maintenance of these structures, the UTRCA undertakes major maintenance projects on water and erosion control structures.</p> <p>In addition to the above structures which were constructed by the UTRCA, the UTRCA also operates and maintains structures that are municipally owned/built but operated and maintained by the UTRCA through agreement with the municipality.</p> <p>A 20 Year Flood Control Capital Repair Plan for the Water and Erosion Control Structures managed by the UTRCA is updated on an annual basis to reflect current and planned projects. The estimates are updated 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 (WECI) Program. Through the WECI</p>	1	Ontario Regulation 686/21s.5	\$1,296,701 (not including major capital repairs)	\$1,726,557

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Approved Costs and Funding Sources
		program, the Province provides conservation authorities \$5 million in matching grants to address issues around flood infrastructure (dams, dykes, etc.).				
	Ice Management Plan	New Project: Development of an Ice Management Plan, if the authority determines that ice management is necessary to reduce the risks associated with natural hazards	1	Ontario Regulation 686/21s.4	New Program	<p>Project to be initiated in 2023 using existing staff resources captured in Flood and Erosion Control Infrastructure Operation and Management</p> <p>NOTE: Strategy to be completed on or before December 31, 2024</p>
	Operation Plans and Asset Management related to this Infrastructure	New Project: Development of Operational Plans and Asset Management Plans related to this infrastructure	1	<p>Ontario Regulation 686/21s.5</p> <p>NOTE: Operational and Asset management plans to be completed on or before December 31, 2024 per requirements in Section 5 of the Mandatory Programs and Services Regulation</p>	New Program	<p>Project to be initiated in 2023 using existing staff resources captured in Flood and Erosion Control Infrastructure Operation and Management</p> <p>NOTE: Strategy to be completed on or before December 31, 2024</p>
	Flood Plain Mapping and Natural Hazards Technical Studies	Analysis and identification of areas susceptible to riverine flooding to create mapping products to delineate flood-prone and erosion-prone areas.	1	Ontario Regulation 686/21 s. 5(1)1 686/21 s.9(1)2	\$700,168	\$1,199,458

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Approved Costs and Funding Sources
	and Information Management	Data collection, analysis, reporting and mapping of data sets related to the understanding and mitigation of natural hazards. Development and use of systems to collect, store and provide spatial geographical representations of data and other mapping products. Studies and projects to inform natural hazards management programs including: floodplain management, watershed hydrology, regulated areas mapping update, flood forecasting system assessment, floodplain policy				
	Climate Change	Understanding the risks related to natural hazards, including how these risks may be affected by climate change through collection and management of climate science data in order to identify potential effects of climate change on natural hazards. Identification of vulnerability or risk, and the development of mitigation and adaptation policies and plans. Managing, preventing, and mitigating risks related to natural hazards. Public awareness, education and outreach components related to the risk of natural hazards within the authority's jurisdiction.	1	Ontario Regulation 686/21 s. 1(3)1. iv.	\$167,889	\$213,729
	Low water response	Surface and groundwater conditions monitoring and analysis, including: water level, flow, and precipitation, within the watershed using the Ontario Low Water Response protocol and hydrometric stream gauge network. Coordination of monitoring with Water Response Team.	1	Ontario Regulation 686/21s.3	\$4,318	\$9,030
	Communications, Outreach and Education related to Natural Hazards and Low water response	Promoting public awareness of natural hazards including flooding, drought, and erosion. Public events, materials. Social media services. Media relations. Educate elementary school students and the public about the danger of floodwaters. Technical and administrative support to the Water Response Team (WRT) representing major water users and decision makers, who recommend drought response actions.	1	Ontario Regulation 686/21s.1(2)	\$452,981	\$576,730

Conservation Authority Lands and Conservation Areas

The UTRCA owns 5,967 hectares of land which includes conservation areas, management areas, conservation forests, farmland, and flood control structures and surrounding land. UTRCA property is essential to watershed management, flood control, and environmental protection, and provides areas for passive recreation.

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
Lands, Facilities and Conservation Areas	Section 29 Minister's regulation for Conservation Areas	Conservation areas encroachment monitoring and risk management. Legal expenses for regulation and compliance part of Conservation Lands management below. NOTE: Refinement based on actual time spent on lands enforcement activities over the past operational season (previously was incorporated as a component of Lands Management activities)	1	Ontario Regulation 686/21 s.9(1)4 Rules for Conduct in Conservation Areas (O. Reg. 688/21)	\$263,024 plus some part of Lands Management	\$979,277 Self Generated 100%
	Strategy for CA owned or controlled lands and management plans.	New Project: A strategy to guide the management and use of CA-owned or controlled properties including: guiding principles, objectives, land use, natural heritage, classifications of lands, mapping, identification of programs and services on the lands, public consultation, publish on website and includes periodic review and update.	1	Ontario Regulation 686/21 s.9(1)1 per requirements in Section 10 of the Mandatory Programs and Services Regulation	New Program	\$63,800 NOTE: Strategy to be completed on or before December 31, 2024
	Land Inventory	New Project: Development of an inventory containing information for every parcel of land owned or controlled by the Authority. The land inventory will include the following information: location as well as date, method, and purpose of acquisition; land use. One time project with updates as properties are acquired or disposed of.	1	Ontario Regulation 686/21 s.9(1)3 per requirements in Section 10 of the Mandatory Programs and Services Regulation	New Program	\$30,000 NOTE: Strategy to be completed on or before December 31, 2024
	Land Acquisition and Disposition Strategy	New Project: A policy to guide the acquisition and disposition of land in order to fulfil the objects of the authority.	1	Ontario Regulation 686/21 s.9(1)1 per requirements in Section 10 of the Mandatory Programs and Services Regulation	New Program	\$19,800 NOTE: Strategy to be completed on or before December 31, 2024

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
	Conservation Lands: Management, operation and maintenance	<p>Public Access for Passive Recreation: Management and maintenance of conservation lands for public access and recreational trails. Includes risk management program, hazard tree management, gates, fencing, signage, brochures, communications, pedestrian bridges, trails, parking lots, pavilions, roadways, drainage, stormwater management, stewardship, restoration, ecological monitoring, recreational dams (with no flood control or low flow augmentation function). Carrying costs such as taxes and insurance.</p> <p>Conserve Natural Heritage: Management and maintenance to conserve natural heritage on CA owned lands. Includes forest management, signage, gates, stewardship, restoration, ecological monitoring, carrying costs such as taxes and insurance.</p> <p>Periodic inventories of terrestrial Species at Risk on UTRCA lands, GIS mapping and submission of data to NHIC. Information guides, land use activities and restoration projects.</p>	1	<p>Ontario Regulation 686/21 s.9(1)1</p> <p>Ontario Regulation Reg. 686/21 s.9(1)2</p>	<p>\$851,376</p> <p>\$722,276</p>	<p>\$1,397,525</p> <p>\$437,403</p>
	Municipal Lands Management & Monitoring Contracts	<p>Contracts Include:</p> <ul style="list-style-type: none"> - Management of the City's 14 Environmentally Significant Areas (ESAs), initiated in 2009 and updated annually to reflect operational and capital needs. - Management of Beavers in accordance with the City of London's Beaver protocol - Invasive species management activities on municipal owned lands (e.g. Town of St. Marys, West Perth) - Includes additional water quality and benthic monitoring required by certain municipalities (e.g. Dingman) 	2	<p>Annual ESA Agreements with the City of London since 2009</p> <p>Letter of Understanding 2021 Project Specific</p> <p>Under Agreement with City of London, 2019</p>	\$942,814	<p>\$1,199,089</p> <p>Self Generated 100%</p>
	Conservation Area Campgrounds	Management, operation and maintenance of Fanshawe, Wildwood and Pittock campgrounds.	3	Campgrounds are operated independent of Municipal Levy	\$3,917,358	<p>\$4,134,153</p> <p>Self Generated 100%</p>
	Land Lease and Agreement Management, Hydro generation	Management of current and future land leases and property agreements. Maintenance of rental properties to supplement land management activities.	3	CA Act s.21(1)(c)&(d)	\$798,606	<p>\$507,667</p> <p>Self Generated 100%</p>

Drinking Water Source Protection

Program Description: The protection of municipal drinking water supplies in the Thames Sydenham and Region through the development and implementation of the Source Protection Plans.

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
Source Protection Planning	Source protection authority role as set out in the Clean Water Act.	<p>Source Protection Authority Lead for the Thames-Sydenham and Region.</p> <p>Technical support, SPC support, SPA reports and meetings, activities required by the Clean Water Act and regulations that applies to the authority's source protection area.</p> <p>Assisting in the co-ordination and implementation of the source protection plan that applies to the authority's source protection area. Where the authority considers it advisable, reviewing and commenting on any proposal made under another Act that is circulated to the authority for the purpose of determining,</p> <ol style="list-style-type: none"> i. whether the proposal relates to a significant drinking water threat that is governed by the plan, or ii. the proposal's potential impact on any drinking water sources protected by the plan. 	1	Ontario Regulation 686/21 s.13 Agreements with LTVCA and SCRCA to undertake implementation efforts.	\$552,038	\$608,153 100% Provincial as a Lead Source Protection Authority. Transfer funding to LTVCA and SCRCA to support this program
	DWSP Risk Management Inspection / Official	Support municipalities to implement Part IV duties of the Clean Water through service agreements.	2	<p>Clean Water Act s.47(1) & s.48(1) CA Act s.21(1)(a) &(n) Three year MOU's until Dec 31, 2023 Municipalities:</p> <ul style="list-style-type: none"> ▪ Municipality of Chatham-Kent ▪ Municipality of Lambton Shores ▪ Township of Perth East ▪ Town of St. Marys ▪ City of Stratford ▪ Municipality of West Perth ▪ Township of St. Clair ▪ Town of Plympton-Wyoming ▪ Village of Point Edward ▪ City of Sarnia 	\$208,518	\$228,817 Municipal Agreements 100%

Water Quality and Quantity Monitoring

The UTRCA, in partnership with the Ministry of Environment, Conservation and Parks (MECP), has established long term sites to monitor surface and ground water conditions.

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
Provincial Water Quality and Quantity Monitoring	Provincial Water Quality Monitoring Network (PWQMN)	A long-standing (50+ year) CA/MECP partnership for stream water quality monitoring at 24 sites. CA takes water samples; MECP does lab analysis and data management. CA uses information for watershed report cards, and stewardship project prioritization.	1	Ontario Regulations 686/21 s.12(1)2 686/21 s.12(3)	\$174,053	\$158,417 Municipal Levy 100%,
	Provincial Groundwater Monitoring Network (PGMN)	A long-standing (20+ year) CA/MECP partnership for groundwater level and quality monitoring at 24 sites throughout the watershed. CA maintains equipment, data transfer to MECP, water sampling; MECP provides equipment, standards, data management.		Ontario Regulations 686/21 s.12(1)1 686/21 s.12(2)		

Core Watershed-based Resource Management Strategy

Advancing and contributing to the maintenance of a healthy and resilient natural environment. Program Description: The purpose of a watershed plan is to understand the current conditions of the watershed, and identify measures to protect, enhance, and restore the health of the watershed. Watershed strategies provide a management framework to provide recommendations which consist of goals, objectives, indicators, and management recommendations. This addresses existing issues in the watershed and mitigates impacts from potential future land.

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
Core Watershed-based Resource Management Strategy	Strategy Development	Develop guiding principles and objectives that inform the design and delivery of programs and services the CA is required to provide. Collate/compile existing resource management plans, watershed plans, strategic plans, studies, and data. Strategy development, implementation, and annual reporting. Develop a process for periodic review including procedures to engage/consult with stakeholders and the public. Strategy development must include a stakeholder and public consultation component.	1	Ontario Regulations 686/21 s.8 686/21 s.12(1)3 686/21 s.12(4) per requirements in 12(4)-(9) of the Mandatory Programs and Services Regulation	New Program (Include 5-year review)	Project to be initiated in 2023 using staff resources Approx. \$194,460 NOTE: Strategy to be completed on or before December 31, 2024
Integrated Watershed Planning		Watershed strategies provide a management framework to provide recommendations which consist of goals, objectives, indicators, and recommendations. This addresses existing issues in the watershed and mitigates impacts from potential future land uses, while recommending appropriate actions to protect, enhance, and restore the watershed. The Thames River (Deshkan Ziiibi) Shared Waters Approach to Water Quality & Quantity will be a key component of a broader watershed strategy, known as the Thames River Clearwater Revival (TRCWR), which considers all the interactions of land, water, plants, animals, and people, with the overall objective of improving the ecological condition of the Thames River, Lake St. Clair, and Lake Erie. These strategies will inform the “Core Watershed-based Resource Management Strategy” Canadian Heritage Rivers are recognized for their outstanding contributions to the country’s cultural heritage, natural heritage, and recreational opportunities. The Thames River was formally designated a Canadian Heritage River on August 14, 2000. Since then, the UTRCA collects and analyses the events, studies and any improvements or threats to the river and watershed every 10 years after designation.	3	CA Act s.21(1)(a)	\$383,851	\$255,419 Plus the project cost identified above Effort will utilize staffing resources to the Strategy development in 2023

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
	Natural Heritage Subwatershed Planning	Input to municipal land-use planning documents and subwatershed studies related to natural heritage features and certain functions of Stormwater Management. Comments incorporate natural heritage information particularly around wetlands and aquatic species at risk to develop planning policies and regulatory strategies to mitigate downstream natural hazards.	3	Previously a component of Municipal Plan Input NOT related to Natural Hazards	n/a	\$60,000 (approx.)
	First Nations Engagement	To further the development of a more holistic approach in watershed planning, incorporating aspects of Indigenous Traditional Knowledge (ITK) and an awareness of the river's spirit, in addition to western science and management objectives.	3	Proposed Expanded Program	\$32,636	\$20,408
Science: Research & Monitoring	Ecological Monitoring: Including Watershed Report Cards	UTRCA in partnership with Conservation Ontario, reports on local watershed conditions every five years. The report cards provide information on surface water, groundwater, forest, and wetland conditions in the watershed, to understand current local (subwatershed) health and emerging trends as a basis for setting environmental management priorities and inspiring local environmental action within the 28 subwatersheds in the UTRCA.	3	CA Act s.21(1)(a)	\$145,356	\$193,356
	Stream Classification	Collection of fish community data as supported by DFO to determine watershed species ranges and identify invasive species and aquatic species at risk. This includes the municipal drain classification program, which classifies "not rated" drains to help streamline Fisheries Act approvals to the benefit of both Drainage Superintendents and landowners. This component of CA Act approvals for municipal drainage works, while specific to drain review and associated hazards, also protects headwater function, habitat, and ecosystem health.				
	Species At Risk	Inventories of Aquatic Species at Risk, GIS mapping and submission of data to NHIC. Information guides land use activities and restoration projects.	3	CA Act s.21(1)(a)	\$119,852	\$172,455

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
	Water Quality Data Programs	Compile and maintain a comprehensive monitoring database (WISKI) that is integrated, available to watershed partners, and commonly accessed by development proponents in watershed municipalities when undertaking technical studies or assessments associated with land development activities.	2	CA Act s.21(1)(a) LSWIM for Risk Management Services is recoverable through partner agreements	\$172,455 for LSWIMS and WISKI partners	\$115,423
	City of London Dingman-Creek Monitoring Program	Agreement with City of London for enhanced benthic monitoring within the Dingman-Creek Subwatershed. Now included with Municipal Lands Management & Monitoring Contracts	2	CA Act s.21(1)(a) Under Agreement with City of London, 2019	\$41,303	\$34,642 Self Generated 100%
Stewardship (Urban, rural and agricultural)	Land Stewardship and Restoration	Work with property owners to implement Best Management Practices to mitigate flood and erosion hazards, improve and protect water quality, restore floodplains and river valleys, reduce nutrient contamination, restore and enhance wetlands to reduce flooding peaks and augment low flow, management of terrestrial non-native invasive species, protect groundwater, and improve aquatic species at risk habitat. Apply for and manage external funding, promote private land stewardship, outreach, provide advice and design assistance to property owners. Implementation of watershed plan stewardship recommendations.	3	CA Act s.21(1)(g)&(o)	\$497,517	\$630,439 Self Generated 100%
	Tree Planting and Forest Management (not related to natural hazards)	Forestry services including planting plan development, site preparation, tree and shrub planting, and survival assessments. Private woodlot stewardship, technical assistance, link to funding programs to maintain form and function of watershed forest cover.				
	Clean Water Program	Deliver the Clean Water Program (CWP), which provides a one-window service for rural landowners to access technical assistance and financial incentives for implementing best management practices (BMPs) that improve surface water and groundwater quality and soil health and contribute to sustainable agricultural operations. NOTE: funded by the Counties of Oxford and Middlesex, City of Stratford for 2022, with additional funding leveraged from industry, government, foundations, and donations when available.	3	CA Act s.21(1)(g)&(o)	\$118,695	\$196,823 Self Generated 100%

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
	Great Lakes Connections: Phosphorus / Nutrient Reduction Programs (Medway / ECCC / OMAFRA)	<p>Deliver watershed phosphorus reduction research and demonstration projects partnering with Environment and Climate Change Canada (ECCC) and the Ontario Ministry of Agriculture, Food & Rural Affairs (OMAFRA)</p> <p>Research and demonstration projects focused on agricultural stewardship efforts to reduce nutrients in the Thames River and improve the health of Lakes St. Clair and Erie.</p> <p>Lead information sharing and coordinate innovation through research, demonstration projects, workshops, and field tours, in partnership with landowners, agencies, academia, and private sector.</p>	3	CA Act s.21(1)(g)&(o)	\$501,320	\$695,547 Provincial Grants 20% Self Generated 80%

Conservation/ Outdoor Education and Community Outreach

Program Description: Education and outreach programs increase knowledge and awareness in children and adults about local environmental issues, watersheds, and ecosystems and conservation actions they can implement.

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
Community Partnerships and Education	Community Involvement and Events	Education and outreach programs and community events to assist in achieving the objectives of the conservation authority. These programs are open to people of all ages. Examples include Community Science, Watershed and “Friends of” projects.	3	CA Act Reg. 686/21 s.1(2) & s.1(3)3,4	\$362,657	\$395,403
	Environmental Education	Curriculum-based education programs for elementary and secondary students. These programs focus on local watersheds, ecosystems, and environmental issues. Programs take place at schools (indoors and outdoors), field trips to conservation areas and community parks and through online learning.		CA Act s.21(1)(n)	\$443,984	\$609,477

Percentage Contributions

Program Type	Provincial Transfer Payments	Provincial Contracts	Municipal Agreements	Self-Generated	Municipal Levy
Category 1	2%	9%	3%	14%	62%
Category 2	0%	0%	73%	1%	16%
Category 3	1%	5%	8%	43%	40%

Notes

- Provincial transfer refers to only the transfer payment UTRCA receives from the provincial government for the delivery of mandatory programs and services.
- For the purposes of this document, “self generated” revenues include permit fees, fees for service, user fees, grants including provincial and federal funding that UTRCA has to apply and compete for, and municipal fee for services agreements beyond municipal levy.

Inventory Principles

A brief explanation of the principles applied when developing the Inventory of Programs and Services is provided:

- 1) Each program and service has been categorized based on the criteria identified under the Conservation Authorities Act and supporting regulations. As required by regulation 687/21, the inventory explains why a program falls into category 1 by referencing applicable sections of regulation 686/21 “Mandatory Programs and Services”. Category 2 and 3 programs provided through other legislation are also noted.
- 2) The list has been developed to align our programs and services with our past budget reporting framework. In some cases the delineation between categories of programs has continued to be refined; previous reports may have grouped program areas.
- 3) The UTRCA’s inventory includes only operating costs. Capital costs are extremely variable from year to year and would skew estimates.
- 4) The Regulation requires that the annual cost of each program and service be provided based on the average of the last five years; however, any other value that better reflects the cost of a program are permitted, provided it is justified. The UTRCA has indicated both a 5 year average and the 2023 estimate costs for programs and services. Utilizing a five year average fails to recognize significant changes in the past 5-year period including impacts to operations due to COVID, and inflation, particularly through 2022. In addition, with the high level of growth in the watershed, and corresponding demand for UTRCA programs and services the 2023 budget provides a more accurate estimate of cost than a five year average.
- 5) It is the UTRCA’s intent to seek to enter into cost apportioning agreements with participating municipalities by January 1, 2024, to continue to finance, in whole or in part, these programs and services.
- 6) Category 2 and 3 agreements will contain provisions that those programs and services be included in the watershed-based resource management strategy.
- 7) Although previous agreements and MOUs have been negotiated for some of programs and services, we expect that all will need to be renegotiated to incorporate the requirements identified in regulation. Quarterly reports will identify the progress made on all negotiations, as available.

Additions

Some shifting of programs and services has occurred since the first report due to the restructuring of the Integrated Watershed Management Unit into Science and Stewardship Teams. The creation of these teams has occurred as a result of staff retirements and is intended to improve service delivery. These teams organize and collect watershed environmental information; then using that information plan for and deliver science-based stewardship activities across our watershed.

The Science team maintain ecology, biology and water quality research skills and expertise. The Stewardship group delivers on-the-ground technical and financial assistance programs to farming and non-farming landowners, community groups, industry, municipalities and many other partners. This includes all private land tree planting, communities for nature, memorial forestry, stream restoration, wetland and erosion control programs and agricultural-based water quality studies.

Corporate Administrative Costs / General Operating Expenses

Program Description: Key assistance provided to all departments of the conservation authority, board of directors, member municipalities, and the general public to enable the UTRCA to operate in an accountable, efficient and effective manner. Costs are distributed to programs listed above.

Note: The methodology for inclusion of these types of services will be finalized once the Phase 2 regulations are in place.

Program/Service	Program / Service Description	Cost
Corporate Services	Administrative, operating and capital costs which are not directly related to the delivery of any specific program or service, but are the overhead and support costs of a conservation authority, Oversight of programs and policies. Includes costs related to agreements/contracts and supporting CA Board, governance, administrative by-laws, General Manager and Management Team	\$840,731
Financial and Human Resources Services	Employee management systems, training, health and safety programs, budgeting, accounts payable and receivable, payroll, financial analysis, financial audit, administration of reserves and investments, financial reports for funding agencies, preparing and submitting reports to CRA, benefits program administration.	\$1,041,178
Communications and Marketing	Supporting delivery of products and programs through communication platforms (media, open houses, public meetings), website administration and maintenance responding to inquiries from the public.	\$586,587
Information Technology Management/ GIS	Data management, records retention. Development and use of systems to collect and store data and to provide spatial geographical representations of data. Systems to support the collection, maintenance, analysis, reporting and communications on various corporate data sets including but not limited to: surface and groundwater quality and quantity, aquatic and terrestrial biology, geospatial data and imaging, financial and other corporate services, internal and external communications and collaboration.	\$880,920
Administration Buildings	Administration buildings and workshops used to support UTRCA staff, programs and services. Includes utilities, routine and major maintenance, property taxes. Note: The Average Annual Cost does not include accessibility upgrades needed by January 1, 2025.	\$980,898
Vehicle and Equipment	A fleet of vehicles and equipment to support the work of the UTRCA, including capital purchases, fuel, licenses, repairs and maintenance. Programs and projects are charged for the use of vehicles and equipment.	\$666,938
TOTAL	The UTRCA's Total Combined Operating Budget, Approved 2023 Budget \$20,468,924	\$4,997,252

To: UTRCA Board of Directors
From: Jennifer Howley, Health and Safety Specialist
Date: March 8, 2023
Filename: HR # 31722
Agenda #: 8.3
Subject: Annual Health and Safety Update

Recommendation

THAT the Board receive the following report for information.

Background

The Upper Thames River Conservation Authority (UTRCA) is committed to implementing and maintaining a health and safety program at all levels of its operations to a standard not less than that required by the Ontario *Occupational Health and Safety Act, RSO 1990* (OHSA), and all other applicable regulations and legislation. Employers, supervisors and workers all play a vital role in the Internal Responsibility System which is the backbone of the OHSA.

Under the OHSA, a worker must report any accidents or major incident to their supervisor. In the event a worker experiences an injury while completing a task, they are required to complete a first aid report as part of the reporting process. First aid reports are discussed in confidence at the Joint Health and Safety Committee (JHSC) to further understand root causes, if procedures are up to date and being followed, and if further training is necessary. Analysis allows staff to identify areas of concerns, trends, or gaps in our health and safety program.

Annually, the Board of Directors is updated with respect to the UTRCA Health and Safety Program including accident reporting, lost time accidents, near misses, and general training across the Authority.

First Aid Summary Report – First Aid Reports by Body Area of Injury

Body Area of Injury	2022	2021	2020	2019	2018	2017
Back/Torso	5	5	3	3	9	2
Arms/Shoulders	8	4	-	-	-	-
Fingers/Hands/Wrists	9	8	-	-	-	-
¹ Arms/Shoulders/Fingers/Hands/Wrists	-	-	10	20	17	16
Legs/Knees	4	3	-	-	-	-
Toes/Feet/Ankles	1	1	-	-	-	-
¹ Legs/Knees/Toes/Feet/Ankles	-	-	4	7	10	2
Head/Face	1	3	0	3	4	4
Eyes	2	4	0	0	0	2

Body Area of Injury	2022	2021	2020	2019	2018	2017
Ears	0	0	0	1	0	2
Multiple areas	-	1	0	2	0	0
Total Reports Submitted	30	29	15*	36	36*	32

¹In 2021 the categories of Arms/Shoulders/Fingers/Hands/Wrists and Legs/Knees/Toes/Feet/Ankles were split into four categories: Arms/Shoulders, Fingers/Hands/Wrists, Legs/Knees, and Toes/Feet/Ankles.

*multiple injury type reported on one report

First Aid Summary Report – First Aid Reports by Injury Type

Injury Type	2022	2021
Struck/Caught/Pinch/Cut/Puncture	13	7
Fracture	0	0
Sprain/Strain (e.g. back injury, twisted ankle)	6	6
Slip/Trip/Fall	4	2
Biological Hazard (e.g. stings, bites)	6	12
Chemical Hazard	1	2
Total	30	29

Lost Time Summary

If an employee requires medical attention beyond the first aid administered for the injury sustained while working, the Workplace Safety and Insurance Board (WSIB) needs to be notified. Lost time injuries are those that result in the employee missing work due to the injury that they sustained at work.

Number of First Aid Reports Resulting in Lost Time	2022	2021	2020	2019	2018	2017
	1	3	1	2	2	1

Near Miss / Accident Investigation Summary

A near miss is an unwanted, unplanned event that did not cause injury or property damage but may have done so if the conditions had been slightly different. By reporting near misses, employers and workers can improve the health and safety program to prevent the near miss from becoming an accident. In 2022, there were zero near miss reports submitted.

Accident investigation are completed to determine the root cause of an event and to prevent similar incidents from happening in the future. There were zero (0) accident investigations completed in 2022.

Training Completed in 2022

Training	# of Staff	Delivery Method
WHMIS	167*	Online via HR Downloads
Health and Safety Orientation	25	In-person/in house
Standard First Aid/CPR	18	In-person Red Cross
Mental Health and De-escalation Training	104	In-person/Threat Ready
Canoe and Kayak ORCKA training	7	In-person/in house

*includes seasonal staff

Milestones achieved in 2022

- Updated all task and equipment procedures to new Standard Operating Procedure template;
- Simplified forms and the process for reporting injuries and incidents, and made it available online as well as through a paper copy;
- Developed the Draft Fire Plan for the WCC;
- Developed and approved a Terms of Reference for the implementation of three (3) JHSCs in January 2023;
- Continued to improve training records electronically utilizing the HR Downloads system and HRMS system;

Goals for the UTRCA Health and Safety Program in 2023

- Implementation of UTRCA's three (3) Joint Health and Safety Committees;
- Improve Standard Operating Procedure documentation using the HR Downloads system;
- Develop an improved Health and Safety Orientation Program for seasonal staff;
- Approve the WCC Fire Safety Plan and develop draft plans for conservation areas;
- Establish health and safety guidelines to support hybrid work policy;
- Implement a "Focus of the Month" to spotlight a health and safety topic by integrating it into monthly inspections and workplace education promotion.

Prepared by:

Jennifer Howley, Health and Safety Specialist