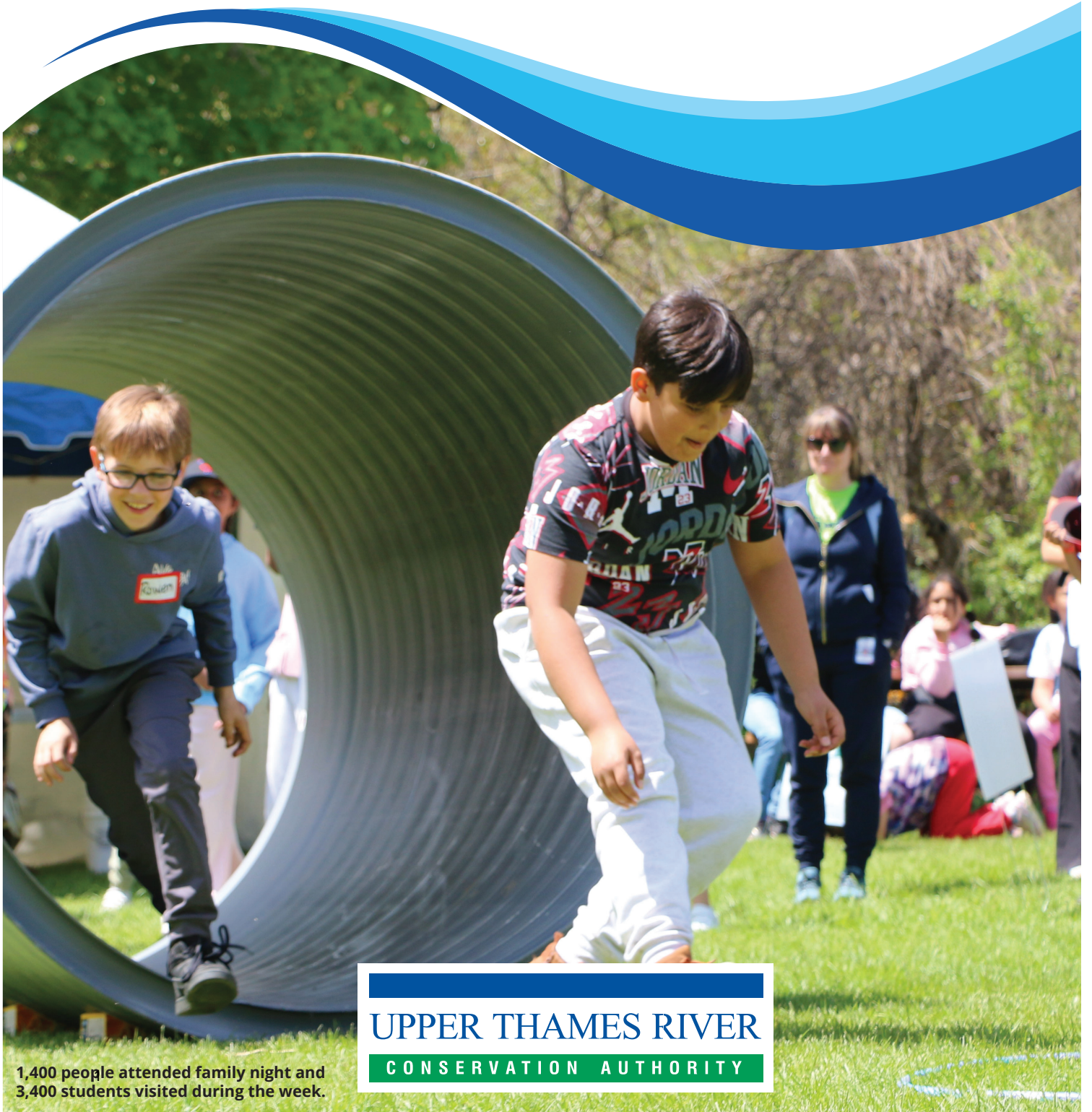


MEETING PACKAGE
MAY 2026

Board of Directors

Upper Thames River Conservation Authority



UPPER THAMES RIVER

CONSERVATION AUTHORITY

1,400 people attended family night and
3,400 students visited during the week.

Upper Thames River Conservation Authority Board of Directors' Meeting Agenda – May 2026 - Amended

Date: May 26, 2026

Time: 9:30am

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

1. Territorial Acknowledgement

2. Modifications to the Agenda

3. Declarations of Pecuniary Interest

4. Presentations/Delegations

- 4.1. Mark and Mary McNeil – Legal Ramifications to Homeowners Regarding Proposed Changes to the Mapping of the Regulated Area
- 4.2. Mike Wallace, London Development Institute – Thames River Mapping in London
- 4.3. Paula Lombardi – Upper Thames River Regulated Area Map Update 1364 Gainsborough Road, City of London, Province of Ontario

5. Administrative Business

- 5.1. Approval of Minutes of Previous Meetings: April 14, 2026 and April 28, 2026
- 5.2. Business Arising from Minutes
- 5.3. Correspondence

6. Reports – For Consideration

- 6.1. Thames River Regulated Area Map Update City of London – BoD-26-05-37

6.2. Water and Erosion Control Infrastructure (WECI) Project Updates for 2025-2027 – BoD-26-05-38

6.3. 2027 Budget Concepts and Communications Overview – BoD-26-05-39

6.4. Provincial Updates on Conservation Authority Consolidation – BoD-26-05-40

7. Reports – In Camera

7.1. Litigation Affecting the UTRCA – Case Before the Ontario Land Tribunal – Verbal Update

7.2. Litigation Affecting the UTRCA – Essex Street – Verbal Update

8. Reports – For Information

8.1. Fanshawe Conservation Area Day-Use Concept Plan – BoD-26-05-41

8.2. Administration and Enforcement – Section 28 Status Report – BoD-26-05-42

8.3. Project Status Update – BoD-26-05-43

8.4. [Thames River Current May Edition](#)

9. Reports – Committee Updates

9.1. Finance and Audit Committee – Audited Financial Statements – BoD-26-05-44

9.2. Hearing Committee

10. Notices of Motion

11. Chair's Comments

12. Member's Comments

13. General Manager's Comments

14. Adjournment

Tracy Annett, General Manager

May 21, 2026

Upper Thames River Conservation Authority
1424 Clarke Road
London, Ontario N5V 5B9

Attention: Tracy Annett and Michelle Viglianti
annettt@thamesriver.ca and vigliantim@thamesriver.ca

**Re: Upper Thames River Regulated Area Map Update
1364 Gainsborough Road, City of London, Province of Ontario**

We are legal counsel to Southside Construction Management Limited (“**Southside**” or “**Client**”) who is the owner of the property located at 1364 Gainsborough Road, City of London, Province of Ontario (the “**Subject Property**”). The Subject Property is significantly impacted by the regulated area map update being proposed by the Upper Thames River Conservation Authority (the “**UTRCA**”) and considered by the UTRCA Board at the May 26, 2026, UTRCA Board meeting.

Currently, the provincial government is restructuring the conservation authorities throughout Ontario and replacing them with a centralized system governed by a new provincial agency. This transition is currently underway with an estimated completion of early 2027. The existing thirty-six (36) conservation authorities including the UTRCA are being merged into nine (9) regional conservation authorities. We note that the UTRCA is scheduled to become part of the Western Lake Erie Regional Conservation Authority.

The purpose of the Ontario Provincial Conservation Authority (OPCA) that is currently being established is to oversee, provide leadership and strategic direction for the newly created nine (9) conservation authorities. We also note that the Ministry of Environment, Conservation and Parks, on May 1, 2026, directed all conservation authorities to promptly cease any significant, financial, asset or employment decisions during the period that the government is consolidating the various conservation areas.

The creation and implementation of updated regulatory mapping on a small portion of the UTRCA watershed area is exactly the type of “*significant*” decision referenced in the Minister’s May 1, 2026, letter that the UTRCA should not be engaging in at this time.

UTRCA’s proposed revisions to the regulated area represent a significant decision that the Minister requested not occur during the consolidation / transition period of the conservation authorities. Also, to engage in the approvals of the draft maps being proposed knowing that the

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regulatory regime will be amended significantly in the next coming months is premature and without any rationale basis.

The impact of the proposed UTRCA regulated area applied to the Subject Property is significant. In October 2025 our Client provided the UTRCA detailed site-specific information during the consultation period associated with the revised mapping. Our Client's consultant, Stonecairn Consulting ("**Stonecairn**"), conducted a detailed review of the existing site conditions to determine the actual top of bank along the watercourses and define the Erosion Hazard Limit. The purpose of this review was to define the potential development (regulatory) limits from a geotechnical perspective.

Stonecairn also prepared a detailed letter summarizing their findings, assessment and review of the Subject Property and provided it to the UTRCA for consideration. In addition, it appears that the UTRCA is relying on a Guideline Document prepared by the Conservation Ontario Technical Standards Committee in conjunction with the Ministry of Natural Resources being the "Guidelines for development schedule of Regulated Areas, October 2005." This Guideline Document is more than twenty years out of date, does not reflect current conditions, nor does it take into consideration current development practices.

The assessment by the UTRCA of the Subject Property has resulted in the identification of areas where development activities are either prohibited or otherwise restricted without a permit. These areas do not accurately reflect site conditions, nor do they reflect the current regulatory structure applied to such lands.

A significant valley land is defined in the regulatory documents as a natural area that occurs within a valley or other landform depressions and has water flowing through it at some point throughout the year and excludes those man-made features. Significant valley lands have a well-defined slope, with permanent or intermittent water flowing through it that is on average 25 or more metres wide.

It has been confirmed that many of the open drains situated on the Subject Property do not meet the definition of having permanent or intermittent water flow in a defined channel. As a result, the water flows occurring through a significant portion of the Subject Property do not fall within the definition of the applicable regulatory framework defines as a Significant Valley Slope. It is noted that the UTRCA mapping as currently being presented assumes the presence of water within the valley systems that our Client's consultant has confirmed is not accurate.

Our Client's consultant has also confirmed that the Erosion Hazard Limit as defined by the UTRCA does not accurately reflect the Subject Property and its conditions. Stonecairn has submitted its analysis to the UTRCA in support of the appropriate mapping limits to be applied to the Subject Property.

Our Client's concern is that the UTRCA is ignoring and disregarding the site-specific conditions on the Subject Property to develop an appropriate system of mapping for the Subject Lands.

Instead, the UTRCA has chosen to rely on dated generic and non-site-specific considerations to determine the Regulatory Area applied to the Subject Property.

Our Client respectfully requests that the UTRCA take into consideration the site-specific information submitted in October 2025 to update the regulatory areas as it applies to the Subject Property. We note that the level of detailed investigation Stonecairn conducted to determine the Erosion Hazard Limit is the same as a subdivision application. UTRCA staff advised Southside that this information was required to refine the regulation limit. The use of a generic boundary is not appropriate in these circumstances given the extent of detailed information submitted for the Subject Property. The appropriate regulatory area is as set out in the Stonecairn Consulting letter dated May 20, 2026.

Please confirm that the regulated area as proposed for the Subject Property shall be amended to incorporate the site-specific measures and updates into the regulated mapping, if such mapping is going to be approved as opposed to deferring the mapping update to the new conservation authority.

Yours truly,

Siskinds LLP



e-signature

Per:

Paula Lombardi
Partner

c: Client

Southside Construction Management Ltd.
75 Blackfriars Street
London, Ontario

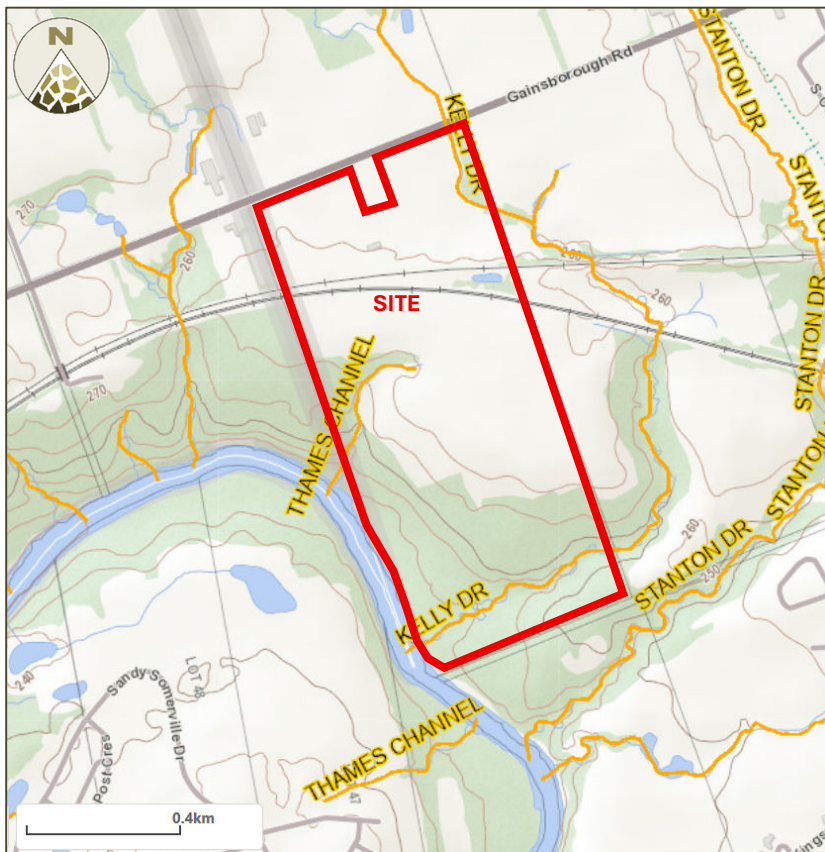
May 20, 2026
SC-02457

Attn: Michael Frija

Re: Review of UTRCA Regulated Area Limits
1364 Gainsborough Road, London

As requested, Stonecain Consulting Inc. (Stonecain) has completed a review of the process through which the Upper Thames River Conservation Authority (UTRCA) determines the Regulated Area limits, as defined by s.28 of the Conservation Authorities Act and further described within section 2 of Ontario Regulation (O.Reg.) 41/24. This review is in specific regard to the property located at 1364 Gainsborough Road, in London, Ontario. A Key Plan is provided below for reference.

Figure 1: Key Plan



As shown in the Key Plan (left), the property is located on the east side of the Thames River, with the Kelly Drain passing through the south end of the property, and a tributary channel, identified as Thames Channel draining to the Thames River on the west side of the property.

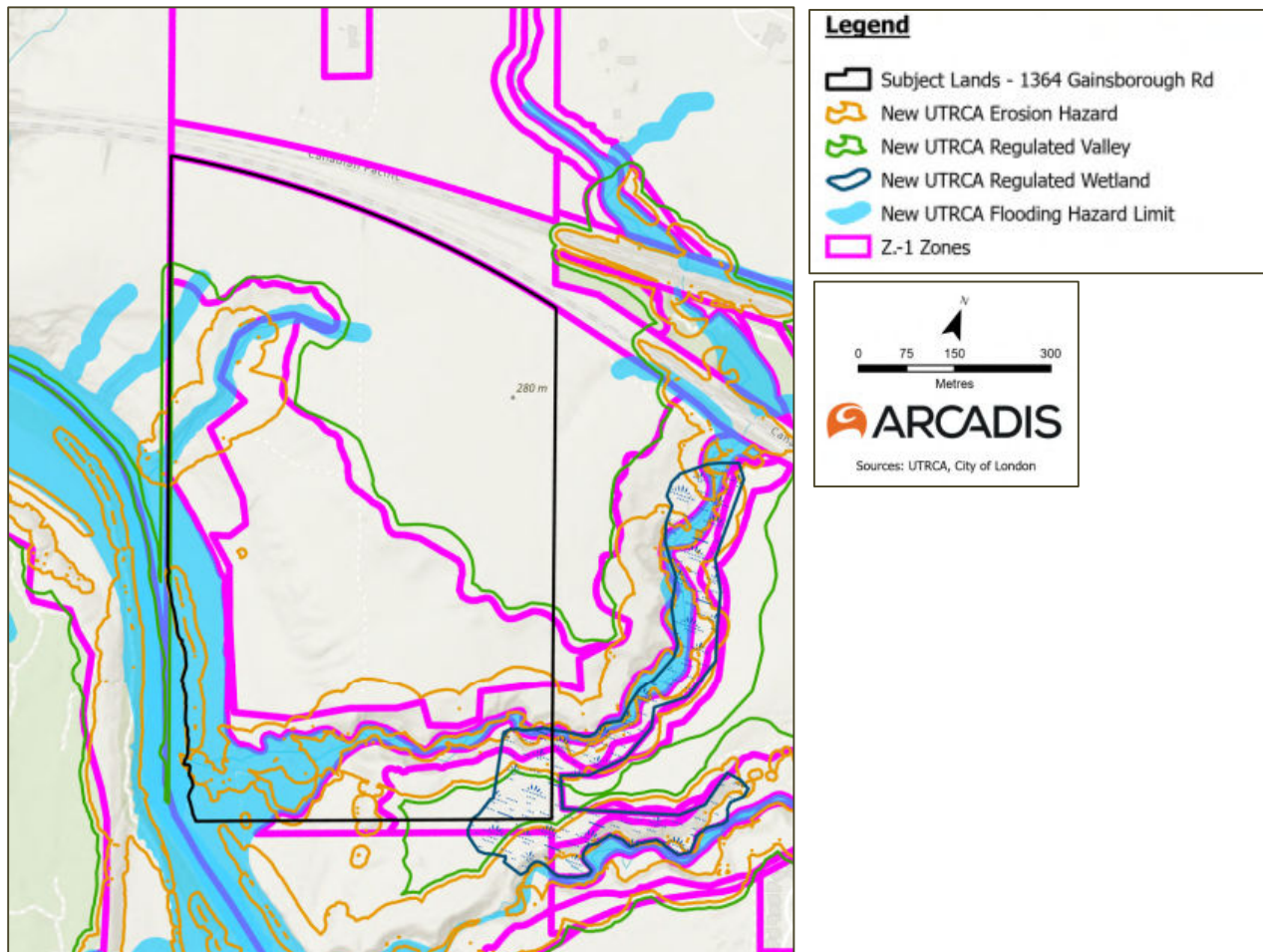
To assist in our assessment, Stonecain field staff visited the site in early October 2025 to review the current site conditions, and to carry out a survey to establish the alignment of top of existing slope, which could be used in conjunction with the available topographic mapping for the site, to determine if the mapping prepared by UTRCA is appropriate for the existing site.

Through correspondence between the property owner's planning consultant and UTRCA, our client was provided with the O.Reg. 41/24 Regulated Area Mapping,

which shows that much of the property is identified as falling within the UTRCA Regulated Area. Within their mapping, UTRCA defines the top of bank for the valley slopes of the Thames River, Kelly Drain and Thames Channel extending into the central part of the site, enveloping areas of rolling topography, which extend beyond the defined valleylands. Figure 2 provides an excerpt of the UTRCA Regulated Area mapping.



Figure 2: UTRCA Regulated Area Mapping



UTRCA GUIDELINES

In consultation with UTRCA Staff, it has been identified that the limits for the Regulated Areas have been determined in accordance with the definitions included in s.28 of the Conservation Authorities Act and section 2 of O.Reg. 41/24. In addition, guidance material, in the form of a Guideline Document prepared by Conservation Ontario Technical Standards Committee in conjunction with the Ministry of Natural Resources 'Guidelines for development schedule of Regulated Areas, October 2005' was provided by UTRCA for reference. This is a dated source document, prepared by committee members which had limited representation in Southwestern Ontario, with the closest contributors being located within the Ausable Bayfield Conservation Authority, and the Grand River Conservation Authority, both of which have development pressures which are quite different from those within the current jurisdiction.

With regards to the regulation, and how it applies at this site, is the mapping as it relates to the river and valley systems which border the site, and the slope hazard associated with the valleylands.

Our immediate concern is the manner of which this assessment is carried out, and that the mapping which is created by the Conservation Authority results in identifying areas where development activities are prohibited or otherwise



restricted without permit. It is the possible prohibition of development which is a concern, since the work is done at a scale which results in broad swaths of land being assigned with future development restrictions. Further, the basis of the definitions are typically on generic allowances which predate the afore-referenced 2005 guidance document, and can be traced back to earlier ministry publications.

For this site, UTRCA has identified that the most landward extent of any regulated features upon the subject property which defines the ultimate limit of the regulated area is the river or stream valley + 15 metres, and that the recent update to the regulatory mapping closely mimics the mapping which was originally approved in 2006. However, with the passage of time, and with development pressures increasing within the City and the growing City limits, it should not be assumed that a lack of challenge to the 2006 limits, and conformity of the current proposed mapping changes (or lack of changes) under the current setting precludes a challenge to the alignment.

Further, site-specific information for 1364 Gainsborough Road was made available to UTRCA last fall, when mapping limits were being consulted on. There is a lost opportunity for all stakeholders, when there is no effort to proactively refine the limits of the Regulated Area, when it appears that no regard is given to incorporating site-specific data prepared by industry experts with knowledge and experience with the potential development applications which may be expected.

Last fall, Stonecain has carried out a review of the existing site conditions, to determine the actual top of bank along the watercourses, and to define the Erosion Hazard Limit which defines the potential development limits from a geotechnical standpoint, and prepared a summary letter to share with UTRCA staff for consultation. For this determination, the top of slope is typically defined by the point at which the slope inclinations become flatter than 4H:1V. The UTRCA mapping appears to use the rolling topography within the site to define the top of the regulated valley / valley slope (as denoted by the green line in Figure 2), including large areas where grades are much more flatly inclined, which greatly overstates the slope hazard at the site. This is also demonstrated on the cross-section drawings prepared by Stonecain (refer to Drawings 2, 3 and 4, appended).

This analysis exceeds the requirements of the designation of UTRCA Regulated Areas, but we feel it is important to demonstrate how a broad application of dated guidance material and linework can potentially sterilize development opportunities at the site, and create obstructions to reasonable development opportunities.

NATURAL HAZARD POLICIES

Various guidance documents from the Ministry of Environment, Conservation and Parks (MECP) and various Planning Documents (including the Provincial Planning Statement (PPS 2024) define Significant Valleylands as a natural area that occurs within a valley or other landform depressions, with water flowing through or standing for some period of the year, excluding man-made features. Significant Valleyland have a well-defined slope, with permanent or intermittent water flowing through and has an average width of 25 metres or more. It is important to note that the presence of sloping topography is not sufficient to meet the definition of Significant Valleylands.

It is Stonecain's opinion that the open drains identified in the drainage mapping (refer Figure 1) clearly identify areas where permanent and intermittent water flow is expected. These areas are located where the open channels and tributaries connect and generally flow towards the Thames River, in a westerly direction. Sheet flow and overland flow which follows rolling topography through the site and well away from the ravine slopes, does not meet the



definition of having permanent or intermittent water flow in defined channels. The nature of the flows through the broader part of the site should not be included in within the defined significant valley slope. However, it appears that the mapping applied to the site presumes the presence of water within the valley systems.

Further, it is noted that Regulatory flooding elevations are not an issue or concern through the tablelands adjacent to the significant valley slopes, and do not encroach on gently sloping grade changes which are internal to the site.

STABLE SLOPE ANALYSIS

Based on a review of the local geology and physiographic setting of the site, soils are generally expected to be comprised of glacial spillway sands and/or sand and gravel soils along the Thames River corridor, with tablelands generally consisting of over-consolidated glacial till soils, containing intermittent layers or pockets of sandy silt. Where weathered soils are encountered near surface, and where sandy layers are present, localized groundwater seepage is expected to occur. Soil strength parameters selected for the soil strata have been estimated based on the expected soils near the slope, previously published information, our experience on similar projects.

Table 1: Soil Parameters for Slope Stability Analysis

SOIL TYPE	UNIT WEIGHT (kN/m ³)	ANGLE OF INTERNAL FRICTION	COHESION (kPa)
Compact Sand/Silt	19.5	33 °	0
Compact to Dense Silt Till	20.0	28 °	5

Based on the above values, slopes are generally expected to have a factor of safety (FOS) of at least 1.4, with a stable slope configuration of 2.4 horizontal to 1.0 vertical (2.4H:1.0V). An FOS of 1.4 is identified as an acceptable slope stability, based on the report “Geotechnical Principles for Stable Slopes” prepared for the Ministry of Natural Resources. In comparison, the Conservation Authority typically uses a more conservative 3H:1V stable slope configuration when no site-specific data is available.

The separation distance measured by Stonecairn between the top of slope and/or top of stable slope (whichever is greater) defined through our analysis, and the defined ‘top of bank’ identified by UTRCA is summarized in the following table, and shown on Drawing 1.

Table 2: Difference in location of UTRCA Top of Slope vs Stonecairn Top of Stable Slope

LOCATION	HORIZONTAL DISTANCE	STONECAIRN ELEVATION	UTRCA ELEVATION
Thames River – Profile A	69.6 m	257.50 m	266.28 m
Thames River – Profile C	131.1 m	257.32 m	267.10 m
Thames Channel – Profile B	67.5 m	249.57 m	268.02 m
Kelly Drain – Profile D	266.6 m	250.71 m	271.47 m
Kelly Drain – Profile E	118.1 m	254.00 m	268.06 m



Stonecairn has identified the top of existing/stable valley slope along the water courses in the range of Elevation 249.6 to 257.35 m asl. The UTRCA top of bank elevation is identified around Elevation 266 to 281.5 m asl, consistently 10 m or more above the elevation identified by Stonecairn. To put this into context, the typical inclination between these two points at each of the profiles is shown on Drawings 2, 3 and 4 and summarized below:

- Thames River, Profile A = 9.2H:1.0V
- Thames River, Profile C = 7.2 to 8.7H:1.0V
- Thames Channel, Profile B = 5.9 to 16.6H:1.0V
- Kelly Drain, Profile D = 5.4 to 20.0H:1.0V
- Kelly Drain, Profile E = 4.7 to 10.2H:1.0V

By overstating the horizontal limits of the valley lands into relatively flat areas which are well beyond the extent of the slope hazard, this results in a total area of 136,668 m² (13.67 ha) being included within the regulated valleyland. Those land would be subject to future development restrictions based on a high-level and theoretical review of mapping, rather than being defined and supported by actual site conditions.

The Erosion Hazard Limited identified by Stonecairn also includes the toe erosion allowance, and the emergency access allowance, as noted below:

- Toe erosion allowances are applied where watercourses are located within 15 m of the toe of the slope. For this analysis, a 2 m allowance has been identified for the Kelly Drain and Thames Channel, and a 12 m allowance has been considered along the Thames River. It is noted that for the Thames River, the floodplain distance exceeds the specified toe erosion allowance.
- In accordance with the Provincial Planning Statement (PPS 2024), 6 to 15 m setback is required in addition to the erosion and stability setbacks, which are discussed in the following sections. Since the subsurface conditions within the study area are generally considered to be geologically stable, Stonecairn has included a planning setback of 6 m, applied to the slope.

The Erosion Hazard Limit defines the geotechnical development setback limit, and is identified by combining the stable slope configuration, the toe erosion allowance and the emergency access allowance. The alignment of the Erosion Hazard Limit is shown on Drawing 1. Although additional setbacks associated with the EIS and ecological review of the natural heritage features, may further limit potential development setbacks, this **would not** equate to the vastly different limits identified in UTRCA's mapping.

CLOSING

We trust this letter clearly demonstrates our concerns regarding the the regulatory mapping which is created by the Conservation Authority, how it results in identifying areas where development activities are prohibited or otherwise restricted without permit. The efforts required by landowners to address and resolve development restrictions result in project delays, and significant up front costs which have to be borne to assess and justify development potential and to challenge inappropriate development restrictions, as a result of a system of mapping which relies on dated, generic and non site-specific considerations.



It is even more challenging to have confidence in a process where it appears that there was no recognizable effort to incorporate or utilize site specific information which was available and provided to UTRCA staff by the property owner in October 2025, and to see old regulatory mapping from over 20 years ago be replicated, but promoted as new and updated.

STONECAIRN CONSULTING INC.



Rebecca Walker, P.Eng.
President, Geotechnical Director
Rebecca.walker@stonecairn.ca

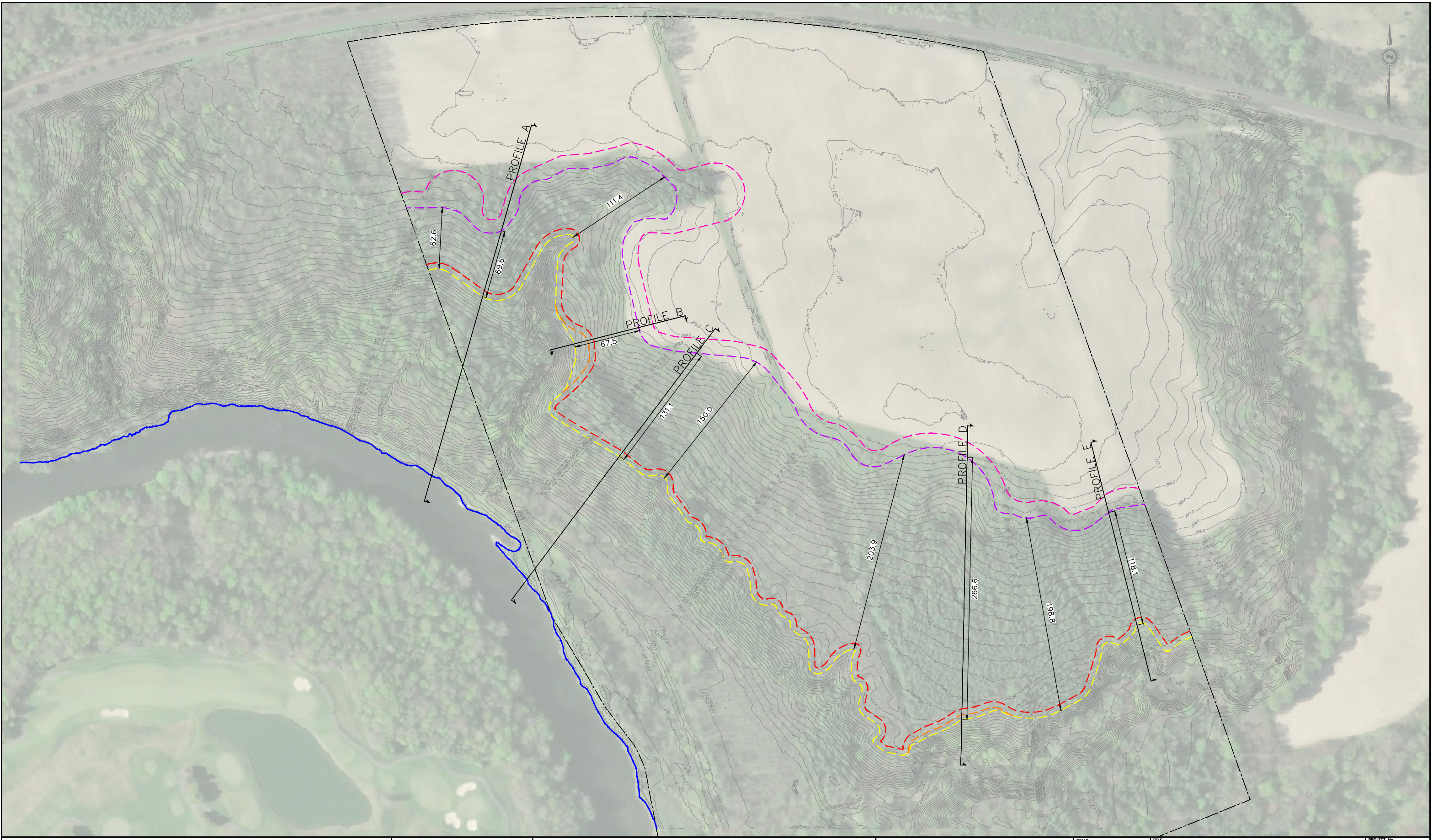
Attachments:

Appendix A – Drawings



APPENDIX A – DRAWINGS





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STONECAIRN CONSULTING
 15 MIDPARK ROAD - UNIT 3 LONDON, ONTARIO N6N 1B2

LEGEND	
	TOP OF EXISTING SLOPE
	TOP OF STABLE SLOPE
	EROSION HAZARD LIMIT
	EDGE OF WATER
	UTRCA REGULATED LAND
	UTRCA TOP OF SLOPE (2024)

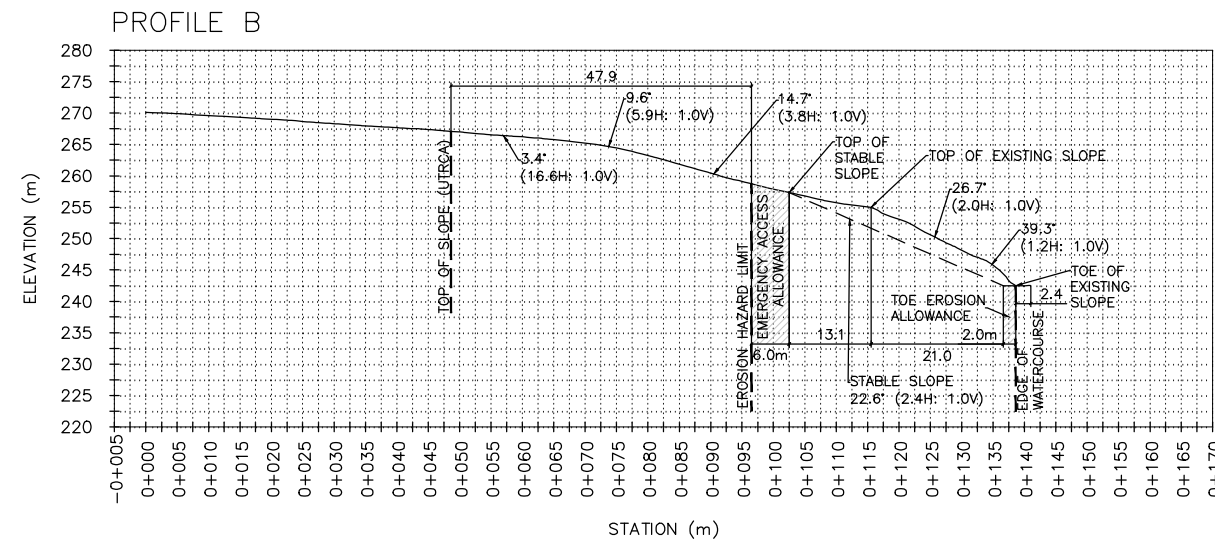
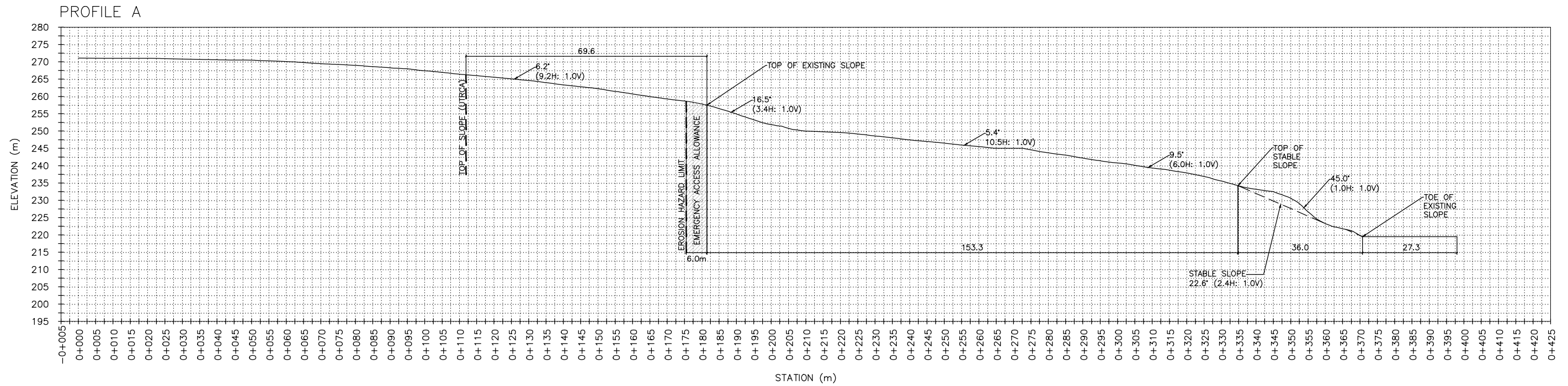
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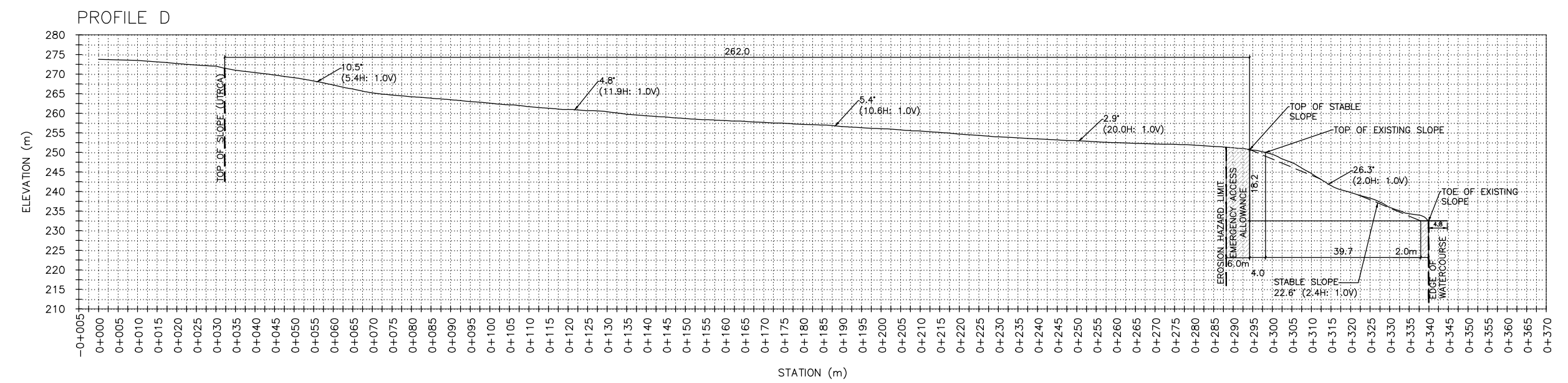
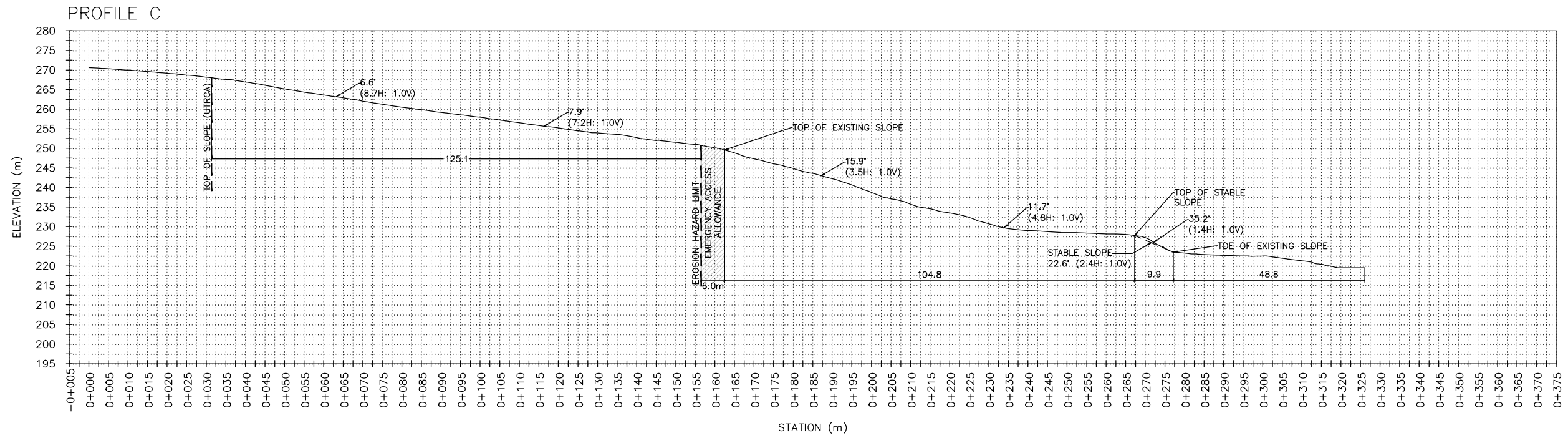
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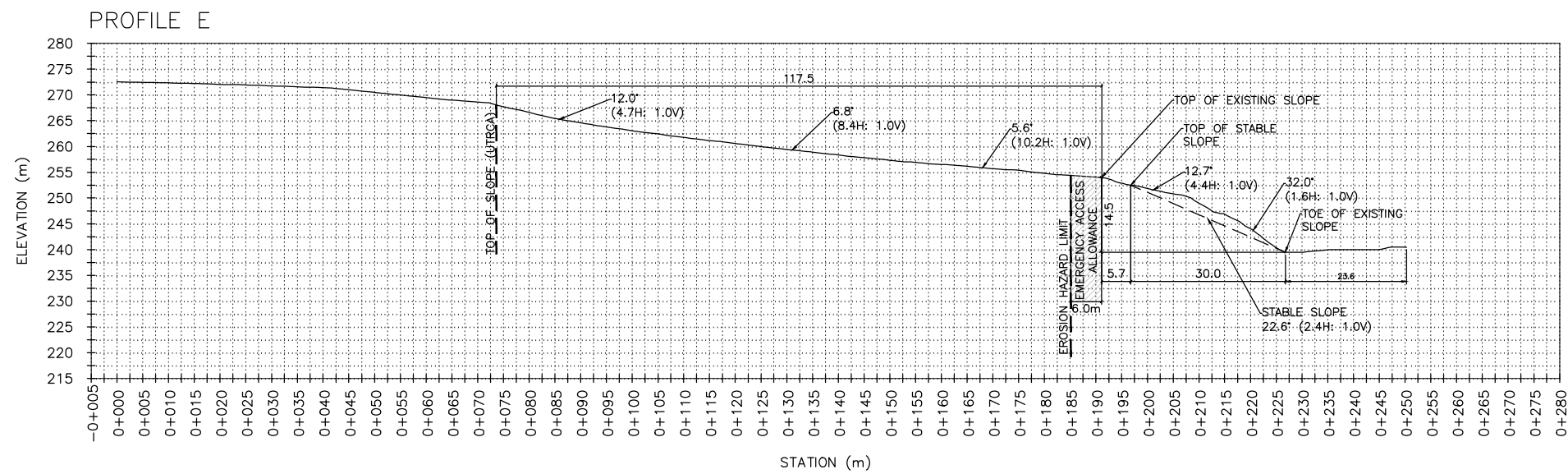
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TITLE
SLOPE ASSESSMENT
 1364 GAINSBOROUGH ROAD,
 LONDON, ONTARIO

PROJECT No.	SC-02457
SHEET No.	1 OF 4
DATE	MAY 2026







85 MIDPARK ROAD - UNIT 3 LONDON, ONTARIO N6N 1B2

PROFILE E

1364 GAINSBOROUGH ROAD,
LONDON, ONTARIO

SC-02457

DATE: MAY 2026

To: UTRCA Board of Directors
From: Erin Dolmage, Hazard Mapping Communications and Marketing Specialist
Date: May 26, 2026
Number: 6.1
Agenda #: BoD-26-05-37
Subject: Thames River Regulated Area Map Update, City of London

Recommendation

THAT the Board of Directors receive this summary of engagement undertaken for the Thames River Regulated Area Map Update, City of London.

THAT the Board of Directors approve the Thames River Regulated Area Map, City of London.

Background

Ontario's municipalities and conservation authorities work to protect people and property from natural hazards, including flooding and erosion hazards, as well as wetlands and the area surrounding them. The Upper Thames River Conservation Authority (UTRCA) regulates development in or near natural hazards under the Conservation Authorities Act and [Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits](#). To illustrate the approximate location of the regulated area, the UTRCA develops maps that depict properties that may be affected by the regulation (O. Reg. 41/24).

The UTRCA is undertaking a comprehensive review and update of its regulated area maps since most of the UTRCA's original hazard information was compiled 20 to 40 years ago. New data has greatly increased the accuracy of hazard identification, and advances in computer technology and software have improved the UTRCA's ability to model and map hazard areas.

Updating regulated area maps is an important and ongoing process that enables the conservation authority and its municipal partners to use the most current information to identify hazards, assess risk, and guide land use decisions.

Discussion

Regulated Area Map Updates

The UTRCA uses the following overall process for significant updates to regulated area maps:

- Data acquisition, statistical analyses, and/or computer modelling of the UTRCA's 1937 Flood Event Standard (1:250-year return flood),
- Data acquisition and desktop mapping exercises for river or stream valleys, wetlands, and watercourses,
- Internal and/or external review of hazard information, methodologies, and mapping,
- Refinements based on review, if appropriate,
- Municipal, interest-holder, and public engagement on draft regulated area maps,
- Refinements of draft maps based on engagement, if appropriate,
- UTRCA Board of Directors' approval of final draft maps,
- Approved maps posted on UTRCA map website and available in-person at the Watershed Conservation Centre.

Changes to the regulated area are expected when new information is incorporated into the analysis, or there are physical changes in the watershed. As a result, properties previously located outside of the regulated area could now be within it, and vice versa.

UTRCA staff initiated work to support comprehensive mapping updates in 2018 and began updating maps for the entire Thames River (including the North and South branches and the Thames River main branch).

Study Area

The current study area that is proposed for consideration by the UTRCA Board of Directors is the Thames River within the City of London, which includes the North Thames River from Fanshawe Dam to the Forks; South Thames River from the eastern City limits to the Forks; and the Thames River from the Forks to the western City limits. The study area covers approximately 70 km² and 59 km of watercourse.

Thames River Regulated Area Map Engagement, City of London

Engagement on the updated Thames River maps was split into sections due to the size of the area covered by the updates. Subsequent engagement on the remaining reaches of the Thames River will continue in the future.

The UTRCA began the engagement process for the Thames River Regulated Area Map Update, City of London, in the summer of 2024. The first step in engagement was meeting with City of London stormwater engineering and planning staff to outline the data and analyses used to generate the updated regulated area map (September 17,

2024). Early discussions with interest-holders are also an important part of the process. A meeting with the London Development Institute was held on October 23, 2024.

Affected property owners were notified of the update and engagement opportunities through a direct mail letter. The public was notified through a newspaper ad, media release, social media posts, UTRCA website, and engagement platform project page ([Engage Thames River](#)).

A public comment period from October 16 – December 26, 2024, provided a range of opportunities for input including online engagement, social media, phone calls, letters, and email. Public information centres were held on November 21 (in-person) and November 26 (virtual). Table 1 summarizes the engagement timeline and number of contacts for each channel of engagement.

Table 1. Engagement Timeline and Number of Contacts

Date	Channel	Details	Number of Contacts
October 16, 2024	Direct mail	Direct mailout of letters to landowners within the Thames River Regulated Area in London.	6505
October 16, 2024	Engagement platform	Launch of Engage Thames River project page.	2518 views
October 19, 2024	Print promotions	Newspaper notice of public information sessions placed in London Free Press.	N/A
October 22, 2024	Media release	Emailed release to various news contacts in the London area.	50
October 22, 2024	Digital promotions	Facebook and Instagram posts about public information sessions.	4930 views
November 19, 2024	Digital newsletter	Article on map update in Thames River Current.	2947 subscribers
November 21, 2024	In-person Public Open House	Drop-in session for landowners to chat with staff one-on-one about their concerns and site-specific property questions.	140 attendees
November 26, 2024	Virtual Public Information Session	30-minute presentation followed by Question-and-Answer period. Recording posted on Engage Thames River project page.	55 attendees
October to end of December, 2024	Direct communication	Landowner calls, emails, or posts on Engage Thames River project page. UTRCA staff addressed comments, questions, or concerns.	105
October to December, 2024	Engagement platform	Downloads of Regulated Area factsheet from Engage Thames River.	140

UTRCA reviewed all comments received, provided direct responses, and made refinements to the mapping where appropriate. Despite the formal comment period closing in December 2024, UTRCA staff continued to engage with various interest-holders through the 2025 calendar year. On October 17, 2025, the UTRCA posted a revised draft map for a 30-day public notification period from October 17- November 25, 2025. Subsequent comments received during this period resulted in the map approval being deferred at the November 25, 2025, Board of Directors meeting.

After further refinements were made based on comments received in November 2025, the UTRCA posted a final draft Thames River Regulated Area Map, City of London, for a 30-day notification period from April 24 – May 26, 2026.

Engagement Summary

Early municipal and interest-holder engagement is necessary for providing open dialogue regarding proposed changes to the regulated area map(s). Regular working group meetings with the City of London and London Development Institute were beneficial to the understanding of the data and analyses UTRCA used to generate the updated maps.

Public engagement must take many forms to reflect the wide range of platforms people use to consume information today. Specific areas of improvement for future engagement are outlined below:

- Work closely with municipal partners to enhance landowner notification opportunities,
- Provide a more detailed letter to landowners that addresses the most frequently asked questions,
- Compile a short video outlining the purpose of the update to coincide with the direct mail letter for a study area,
- Revisit the format of the Public Information Centre(s).

Most parties were primarily concerned about how the updated flood hazard limit would affect the regulated area. Additional concerns included uncertainty about the mapping changes, potential impacts on property values and insurance premiums, and depiction of the erosion hazard. Some property owners were unaware they were in the regulated area. These responses highlight the need for continued education about Conservation Authority regulations, and the role conservation authorities play in protecting people and property from natural hazards.

Conclusion

Extensive engagement has occurred for the Thames River Regulated Area Map update in the City of London. The UTRCA is satisfied that the final refinements complete the review process, and the regulated area map update reflects provincial

guidelines, accepted practices related to hazard mapping, and the best available information for the watershed.

The UTRCA is fully committed to an open and transparent map update process. As a result, feedback from the engagement process was considered in the final draft regulated area map and the following occurred:

- The 0.3 metre vertical freeboard applied to the 250-year flood hazard limit to account for uncertainties was removed and alternatively applied through floodproofing policies.
- Current and draft map layers identifying natural hazards and features will be shown on study area maps.
- Additional map layers will be included on the UTRCA Regulated Areas map for greater illustration of hazards and features that comprise the regulated area.
- “Screening Area” was removed from the UTRCA Regulated Areas map and replaced with “Study Area (Under Review)” for improved clarity on where map updates are taking place.
- “Erosion Hazard” layer was removed and replaced with “River or Stream Valley” for easier interpretation of slope-related regulated areas.

Next Steps

The final step in the map update process is the approval of the draft regulated area map by the UTRCA Board of Directors. Upon approval, the final map will be sent to the City of London and posted on the UTRCA Regulated Areas map at maps.thamesriver.on.ca to be used in the administration of the *Conservation Authorities Act* and O. Reg. 41/24.

Prepared by:

Erin Dolmage, Hazard Mapping Communications and Marketing Specialist

Eleanor Heagy, Communications and Marketing Coordinator

Joe Gordon, Regulations Coordinator

Recommended by:

Jenna Allain, Manager, Environmental Planning and Regulations

Chris Tasker, Manager, Water Information Management

To: UTRCA Board of Directors
From: Huda Ghadhban, Engineering Coordinator, Water & Erosion Control Structures
Date: May 26, 2026
File Number: BoD-26-05-38
Agenda #: 6.2
Subject: Water and Erosion Control Infrastructure (WECI) Projects Update for 2025-2027

Recommendation

THAT the Board of Directors approves the 2026-2027 WECI funding application, AND receives the WECI 2024-2026 Year 2 Final Status Report for information.

Background

The Water and Erosion Control Infrastructure (WECI) Program provides \$5 million annually in provincial funding to support studies, safety initiatives, and capital repair projects for infrastructure owned or managed by Conservation Authorities. Each year, project applications are reviewed by the WECI Committee, which includes representatives from the Ministry of Natural Resources (MNR) Conservation Ontario (CO), and various Conservation Authorities. Projects are evaluated and ranked to determine funding eligibility and allocation.

Approved projects require a 50% municipal funding contribution, typically funded through municipal flood control levies and structure reserves. Project expenditures between April 1 and March 31 of the following year are eligible. Year-end reports are submitted to MNR in early March.

The 2026/27 WECI Call for Project Proposals was received on March 4, 2026, with a submission deadline of March 31, 2026. This intake occurred earlier than the previous multi-year funding cycle for 2024/25 (Year 1) and 2025/26 (Year 2). As a result of the accelerated timeline, this update is being provided to the Board following submission of the application.

Discussion

WECI 2024-2026 Year 2 Final Report

The final report for 2025-2026 is provided in the attached table (WECI 2024-2026 – Year 2 - Final Status Report – March – UTRCA – Upper Thames). This report is for year two of a two-year funding agreement. In February, Conservation Authorities are

required to submit forecasts of expenditures to allow for re- allocation of available funding. As there was expected to be a surplus of funding, MNR issued a request for expression of interest for additional projects. These projects had the same funding constraints with expenditures only being eligible to the end of March. Therefore, projects submitted needed to be easily implemented or already well underway. The UTRCA applied for projects that were proceeding without WECl funding and was successful in securing additional funding. These projects are identified in the table (WECl 2024-2026 – Year 2 - Final Status Report – March – UTRCA – Upper Thames) in the Project ID column with the prefix EOI to identify Expression of Interest.

WECl 2026-2027 Submission

The projects applied for the 2026/27 provincial fiscal year (April 1, 2026 – March 31, 2027) are summarized in the attached application (2026-2027 - Application Form for the MNR Water and Erosion Control Infrastructure (WECl) Program). These projects are intended to be undertaken with funding support through the WECl Program. The funding application was submitted to the Ministry of Natural Resources on March 23, 2026. Many years the program is oversubscribed with funding being provided to the higher risk structures and more urgent projects. UTRCA is then faced with decisions as to whether to proceed without WECl funding or apply in a subsequent year.

The proposed project list was developed based on the recently updated 10-Year Flood Control Capital Repair Plan and included in 2026 capital budgets. The plan was updated to incorporate repair requirements identified through the most recent Dam Safety Reviews, as well as findings from inspections undertaken as part of the UTRCA Operation, Maintenance and Surveillance (OMS) for Water Erosion and Control Structures (WECS). The Asset Management Plan and 10-year capital repair estimates will be updated based on WECl funding approvals, projects proceeding in 2026 or deferred. This will be updated as part of the 2027 budget development.

The total estimated cost of the proposed WECl projects for the 2026/27 fiscal year is \$9,165,000. This amount includes the West London Dyke Construction Works – Part 2 project, which has an estimated WECl cost of \$7,260,000. In accordance with the WECl Program Guidelines, the funding for this project provided by the federal Disaster Mitigation and Adaptation Fund (DMAF) has not been included in the application to WECl. Also, in accordance with WECl Program Guidelines, UTRCA staff wages and associated burden costs have been incorporated into the project estimates. The application for this project also reflects the expenditures funded through 2025-2026 WECl.

Summary

The projects included in the WECl application were identified in the 2026 budget. Where necessary, budget estimates were updated to reflect current information. To ensure the projects were appropriately reflected within municipal budgets, UTRCA staff consulted with municipal staff throughout the planning and budget finalization process. In addition to the projects identified for 2026, UTRCA staff provided municipalities with a forecast outlining the anticipated costs in 5-Year Capital Repair Budget Forecasts.

UTRCA staff will continue to liaise with municipal staff regarding the status of WECI funding applications and will provide updates upon receipt of approvals from the Ministry of Natural Resources.

Prepared By

Huda Ghadhban, Engineering Coordinator, Water & Erosion Control Structures

Recommended by:

Chris Tasker, Manager, Water and Information Management

Attachments

1. WECI 2024-2026 – Year 2 - Final Status Report – March – UTRCA – Upper Thames
2. 2026-2027 - Application Form for the MNR Water and Erosion Control Infrastructure (WECI) Program

WECI 2024-2026 – Year 2 - Final Status Report – March – UTRCA – Upper Thames

Project ID	Project Name and Description	Total Approved Project Cost	Approved Provincial Share (50%)	Summary of Final Results and Project Accomplishments	Total Project Expenditure (Final)
R.25.056	Dorchester Mill Pond - Public Safety	\$38,500.00	\$19,250.00	<ol style="list-style-type: none"> 1. Project Purpose and Goals During a routine dam inspection, UTRCA staff identified a potential fall hazard to the public. To address this risk, the project aimed to enhance safety measures through the installation of new public safety signage, new chain link fencing, and the extension of the existing guardrail 2. Final Deliverables and Activities Completed Extension of the existing guardrail (completed) Installation of new chain link fencing (completed) Supply of new public safety signage (completed) Installation of signage (in progress; expected completion by March 25) 3. Municipalities Benefiting from the Project Municipality of Thames Centre 4. Key Successes and Accomplishments Successfully extended the existing guardrail and installed an additional guardrail to improve site safety. Completed installation of new chain link fencing to further mitigate fall risks. Delivered new public safety signage, with installation scheduled for completion by March 25. Signage installation was delayed due to winter conditions (frost), but is now progressing as planned 	\$32,612.22

R.25.017	West London Dyke Ph8-13 Construction	\$2,320,000.00	\$1,160,000.00	<p style="text-align: center;"><u>Work Completed for Construction</u></p> <p>1. <u>Project Purpose and Goals</u> The reconstruction of the WLD was identified in the Master Repair Plan Environmental Assessment (2013). The existing structure does not meet current stability standards, or the required crest elevation needed to accommodate the regulatory flood level plus freeboard. Phases 8–13 of the dyke reconstruction will build upon earlier phases (1–7), which have already been substantially completed to the required standards in previous years.</p> <p>2. <u>Final Deliverables and Activities Completed</u> Final design drawings are completed. Preparation of tender package, including posting and contract awarding. Coordination with key suppliers for material procurement. Submission for Fisheries and Oceans Canada (DFO) permitting, with approval received on March 9, 2026</p> <p>3. <u>Municipalities Benefiting from the Project</u> City of London</p> <p>4. <u>Key Successes and Accomplishments</u> DFO permit obtained March 9, enabling tree removal and site preparation to begin.</p>	\$345,847.42
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R.25.017	West London Dyke Ph8-13 Construction	\$2,320,000.00	\$1,160,000.00	<p style="text-align: center;"><u>Material Purchase for Planned work</u></p> <p>1. <u>Project Purpose and Goals</u> While awaiting issuance of the DFO permit, and to take advantage of available funding through DMAF and WECl, major construction materials were proactively procured. These materials included blocks, geogrid, granular materials, handrails, and electrical components, ensuring project readiness and cost efficiency.</p> <p>2. <u>Final Deliverables and Activities Completed</u> Procurement of major construction materials completed. Contractor submitted invoices for purchased materials. DFO permit obtained. Site preparation activities are initiated.</p> <p>3. <u>Municipalities Benefiting from the Project</u> City of London</p> <p>4. <u>Key Successes and Accomplishments</u> Successfully completed early procurement of critical construction materials to support project timelines. Achieved cost savings by purchasing materials ahead of anticipated price increases due to tariffs.</p>	\$3,297,456.48
R.25.034	Wildwood Dam – Safety Boom Installation	\$550,000.00	\$275,000.00	<p>1. <u>Project Purpose and Goals</u> This project was recommended in the 2022 Dam Safety Review and aligns with best management practices established by the Canadian Dam Association (CDA)</p>	\$465,852.35

				<p>and the Government of Ontario under Public Safety for Dam Owners. The primary objective is to enhance safety for both the public and staff by restricting access to potentially hazardous waterways around the dam.</p> <p>2. Final Deliverables and Activities Completed Installation of safety boom (in progress; expected completion by end of March)</p> <p>3. Municipalities Benefiting from the Project City of London and Town of St. Marys</p> <p>4. Key Successes and Accomplishments Installation of a safety boom to prevent public access to hazardous areas. Improved overall site safety for both public users and staff.</p>	
S.25.032	Wildwood Dam - Stability Analysis	\$29,950.00	\$14,975.00	<p>1. Project Purpose and Goals This project was undertaken in accordance with recommendations from a recently completed dam safety review. The primary objective was to assess the stability of the downstream wing walls. This work represents the second phase of the Piezometers Installation Project (WECI S.24.031).</p> <p>2. Final Deliverables and Activities Completed Completed site inspection and stability assessment. Confirmed that there are no current stability concerns with the downstream wing walls.</p> <p>3. Municipalities Benefiting from the Project The City of London and Town of St. Marys</p>	\$29,849.08

				<p>4. Key Successes and Accomplishments This phase of the project provided valuable information as it pertains to the stability of the downstream wingwalls. While no concerns with the walls were found, the report's findings will be used to enhance and inform future projects.</p>	
EOI.25.001	Fanshawe Dam Sump Pump Design	\$39,000.00	\$19,500.00	<p>1. Project Purpose and Goals This project was initiated following the failure of the Fanshawe Dam sump pumps in the summer of 2024. The incident prompted an investigation, which led to the recommendation for replacement and redesign of the pump system. This phase of the project focuses on the development of engineered design drawings for two new sump pumps, including associated motors, piping, valves, alarms, and electrical components.</p> <p>2. Final Deliverables and Activities Completed Preparation of stamped engineering drawings and technical specifications (completed) Development of tender package (in progress; expected completion by end of March)</p> <p>3. Municipalities Benefiting from the Project The City of London</p> <p>4. Key Successes and Accomplishments This phase of the project provided stamped engineering drawings and a tender package which will be used in the next phase of the project, installation of the sump pumps.</p>	\$43,172.66
EOI.25.002	Wildwood Dam Gates Feasibility Study	\$140,000.00	\$70,000.00	<p>1. Project Purpose and Goals</p>	\$128,884.17

				<p>This project was initiated to address ongoing operational challenges with all four sluice gates, particularly difficulties encountered when closing the gates during high reservoir water levels. The primary objective is to identify the root causes of these issues and determine the most suitable solution through a comprehensive feasibility study</p> <p>2. Final Deliverables and Activities Completed Completion of field inspection for all four sluice gates. Preparation of the draft Gate Inspection Report (received and reviewed). Ongoing feasibility study to identify root causes and recommend solutions. Final deliverables to include:</p> <ul style="list-style-type: none"> • Gate Inspection Report • Feasibility Study Report outlining high-level causes and recommended solutions. <p>3. Municipality Benefiting from the Project The City of London and Town of St. Marys</p> <p>4. Key Success and Accomplishments</p> <ul style="list-style-type: none"> • Successfully completed detailed field inspection of all four sluice gates • Reviewed draft Gate Inspection Report and incorporated findings into project planning • Identified structural insufficiencies in the stoplogs, prompting further investigation • Initiated a separate structural analysis of the stoplogs under WECI Project (EOI.25.008) 	
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				<ul style="list-style-type: none"> Expanded project scope to include structural analysis of the sluice gates based on consultant recommendations Advanced feasibility study, which is currently in progress 	
EOI.25.003	Wildwood Dam Mould Remediation	\$38,753.00	\$19,376.50	<p>1. Project Purpose and Goals Environmental testing conducted in the Observation Tunnel identified the presence of mould in airborne samples, prompting a recommendation for remediation. As a result, the area was deemed unsuitable for normal occupancy. UTRCA engaged a qualified contractor to carry out the required remediation work and restore safe conditions.</p> <p>2. Final Deliverables and Activities Completed Completion of mould remediation by a qualified contractor. Post-remediation environmental testing conducted Receipt of final clearance confirming the area is safe for normal occupancy.</p> <p>3. Municipalities Benefiting from the Project City of London and Town of St. Marys</p> <p>4. Key Successes and Accomplishments The Observation Tunnel is now fit for normal occupancy following remediation.</p>	\$38,753.77
EOI.25.004	Mitchell Dam Monitoring Equipment	\$13,482.00	\$6,741.00	<p>1. Project Purpose and Goals The purpose of this project was to upgrade the telemetry for monitoring equipment located at the Mitchell Dam. The Previous 8210 logger was over 20</p>	\$13,400.77

				<p>years old and had failed along with the landline fax modem. A new data logger was needed for data storage, and data transmission from the Mitchell Dam to the UTRCA office to monitor reservoir levels and make operational decisions.</p> <p>2. Final Deliverables and Activities Completed A Power supply, Data Logger compatible with both Geostationary Operational Environmental Satellite, and a Cellular remote modem were purchased and installed at the Mitchel Dam.</p> <p>3. Municipalities Benefiting from the Project Municipality of West Perth</p> <p>4. Key Successes and Accomplishments The new equipment provides redundant, real-time communications which is critical for dam operations during flood events.</p>	
EOI.25.005	R. Thomas Orr Dam Pressure Transducer	\$2,949.00	\$1,474.50	<p>1. Project Purpose and Goals The purpose of this project was to upgrade the monitoring equipment located at the R. Thomas Orr Dam. The existing shaft encoder was around 20 years old and produced unreliable data. It needed to be replaced to properly monitor reservoir levels.</p> <p>2. Final Deliverables and Activities Completed A pressure transducer was ordered and is scheduled to be installed in the Spring.</p> <p>3. Municipalities Benefiting from the Project City of Stratford</p>	\$2,949.00

				<p>4. Key Successes and Accomplishments The new pressure transducer will provide dam operators with reliable and accurate data, which is critical for dam operations.</p>	
EOI.25.006	Embro Conservation Area Dam Environmental Assessment	\$10,000.00	\$5,000.00	<p>1. Project Purpose and Goals The purpose of this project was to update the final report from WECl S.22.016 to include detailed information regarding consultation with First Nations. The updated report also addresses additional comments from the Ministry of Environment, Conservation and Parks, and the Ministry of Citizenship and Multiculturalism.</p> <p>2. Final Deliverables and Activities Completed</p> <ul style="list-style-type: none"> • Final report updated and received from the consultant (completed) • Notice of Addendum to the Project Plan prepared (completed; to be published by end of March) <p>3. Municipalities Benefiting from the Project Township of Zorra</p> <p>4. Key Successes and Accomplishments Successfully conducted consultation with First Nations. Updated final report incorporates ministry comments and consultation details. Notice of Addendum will be published before the end of March, completing project requirements.</p>	\$17,359.65

EOI.25.007	Fullarton Conservation Area Dam Decommissioning Studies	\$80,000.00	\$40,000.00	<p>1. Project Purpose and Goals The Environmental Assessment (S.23.019) recommended dam removal as the preferred option. Additional studies and documentation were required to support the design and mitigation planning for the dam removal process</p> <p>2. Final Deliverables and Activities Completed</p> <ul style="list-style-type: none"> • Drilling an overburden monitoring well • Bathymetry of the reservoir • Collection of soil samples and preparation of supporting memo • Draft Conservation Plan <p>3. Municipalities Benefiting from the Project Municipality of West Perth</p> <p>4. Key successes and Activities completed Completed studies provide essential information on site conditions to support dam removal design. The Conservation Plan will align with the Species Conservation Act. This will be completed by the end of March.</p>	\$46,391.88
EOI.25.008	Wildwood Dam Gates Feasibility Study - Stop Logs Analysis and Rehabilitation	\$27,748.00	\$13,874.00	<p>1. Project Purpose and Goals During preparations for site inspections for Project EOI.25.002, it was determined that the stoplogs were operating at approximately 90% of their yield strength under normal load conditions. Based on the consultant's recommendation, a structural analysis and rehabilitation design for the stoplogs was required.</p>	\$30,157.11

				2. Final Deliverables and Activities Completed <ul style="list-style-type: none"> • Structural analysis and rehabilitation design of stoplogs (in progress) • Preparation of structural rehabilitation drawing package (in progress) 3. Municipalities Benefiting from the Project City of London and Town of St. Marys	
				4. Key successes and Activities completed Structural analysis work for the stoplogs (in progress)	
Totals		\$3,289,882.00	\$1,644,941.00		\$4,492,686.56

NEW:

Summary of Final Results and Project Achievements:

Please provide a concise summary of the project’s results and key accomplishments. Your summary should include the following information:

1. Project Purpose and Goals

Describe the overall purpose of the project and the specific goals it aimed to achieve.

2. Final Deliverables and Activities Completed

Outline the major deliverables, products, or activities that were completed as part of the project.

3. Municipalities Benefiting from the Project

Identify the municipalities that will benefit from the project’s outcomes.

4. Key Successes and Accomplishments

Highlight the most significant achievements, improvements, and positive outcomes that resulted from the project.

Total Project Expenditure

Please provide the **Final Total Project Expenditure** for your project. This value includes:

1. **Total value of all invoices**
Include all invoice related to the project, regardless of vendor or category.
2. **Total value of staff time**
Include the calculated cost of all planned staff hours dedicated to the project

Please note:

Alignment with documentation

The total value you provide **must match** the amount shown in the supplied Excel worksheet that tracks all project expenditures.

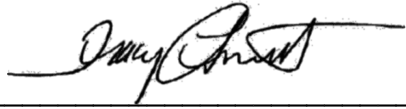
Signature:

- Please sign and date the report on the page below

Notes:

- Year-end Surplus Funds must be returned to MNR no later than March 5, 2026
- All Funds not being returned must be spent by March 31, 2026.

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.

A handwritten signature in black ink, appearing to read "Dany Conant", written over a horizontal line.

Originally signed by
General Manager/Chief Administrative Officer

March 23, 2026

Date

2026-2027 - Application Form for the MNR Water and Erosion Control Infrastructure (WECI) Program

Conservation Authority: Upper Thames River Conservation Authority

Project Contact: Chris Tasker Taskerc@thamesriver.ca

Project ID	Project Title and Structure Name	Project Description	Estimate of Total Project Cost	High-Level Budget Summary	Project Timelines and Milestones	WECI Database Score Changes
As assigned in the WECI Inventory Database	Provide a short title that describes the project and includes the specific structure name associated with the project	<p><u>Indicate the type of project:</u> REPAIR, STUDY, SAFETY or REMOVAL</p> <p><u>Describe the project including:</u></p> <ul style="list-style-type: none"> • The project’s overall purpose, goals and scope • How the project was identified (e.g., plan, study, strategy, inspection) • The condition of the structure • The part of the structure requiring study or repair • The rationale for the study or repair • The proposed project work to be completed <p><u>Municipalities:</u> Identify the municipalities that will benefit from this project.</p>	An estimate of the “Total” project cost. This is the total cost using local, municipal, and provincial funding to complete the entire project	<p>High-level budget summary (based on the estimated total project cost). For Example:</p> <ul style="list-style-type: none"> • Repair Costs (material/labour) • Consultant Costs • Contract Management (CA lead) • Contingency 	<p>Anticipated project activities, schedule, timelines, and milestones. For example:</p> <p>June – Tender Aug. – Award & Startup Sept. – In-Water Work Dec. – Draft Report March. – Final Report</p>	Describe any score changes that need to be made to the database
R.26.040	West London Dyke Ph8-13 Construction Works–Part 2	<p>REPAIR-The reconstruction of the WLD was identified in the Master Repair Plan Environmental Assessment (2013). The existing structure does not meet current stability standards, or the required crest elevation necessary to accommodate the regulatory flood level, including freeboard.</p> <p>Phases 8–13 of the dyke reconstruction will build on earlier phases (1–7), which have been substantially completed to the required standards. This work continues with the efforts initiated under WECI R.25.017 (part 1), which included executing a contract with the</p>	\$7,260,000.00	<p>Total contractor cost (including contingency): \$13,675,415.00</p> <p>Add consultant fees: \$400,000</p> <p>Add CA project management: \$40,000 = Subtotal: \$14,115,415.00</p>	<p>April- June: site preparation & construction startup</p> <p>July-Sept: construction works</p> <p>Oct-March: construction works & restoration</p>	

		<p>contractor and procuring major construction materials in preparation for the construction phase of part 2. Major construction activities are anticipated to begin in early summer 2026, with contractor's schedule indicating completion targeted for December 2026. While the contractor has indicated completion in December, site restoration in previous phases has often been delayed until Spring.</p> <p>The total estimated project cost is \$13,675,415. When including consultant fees of \$400,000 and wages of \$40,000, the overall project cost amounts to \$14,115,415.</p> <p>This total is offset by \$3,558,000 in funding from Infrastructure Canada through the Disaster Mitigation and Adaptation Fund, as well as \$3,297,456.48 from the previous WECI Project 25.017.</p> <p>After accounting for these contributions, the total amount requested for this phase is \$7,260,000.</p>		<p>Less previous WECI Project R.25.017 funding: (\$3,297,456.48)</p> <p>Less DMAF funding: (\$3,558,000)</p> <p>Total amount applied for this phase: \$7,260,000</p>		
R.26.020	R. Thomas Orr Dam- Safety Boom Installation	<p>REPAIR-The Dam Safety Review (DSR) completed in 2023 by DM Wills recommended the installation of a safety boom in the reservoir on the upstream side of the dam. The safety boom was subsequently designed by Geniglace in 2024/2025 under Project ID #S.24.045. A contractor will be engaged to supply and install the safety boom. Permit applications for the installation have been submitted by Geniglace and are currently under review for approval</p>	\$357,000	<p>Installation \$215,000 Materials: \$100,000 CA Project Management: \$15,000 Contingency: \$27,000</p>	<p>May: Tender & Award & start up</p> <p>August: In- water work</p> <p>September: As-Builts, O and M report</p>	
R.26.023	Pittock Dam- Safety Boom Installation	<p>REPAIR- The Dam Safety Review (DSR), completed in 2020 by KGS Group, identified the installation of a safety boom in the reservoir on the upstream side of the dam as a high-priority recommendation. The safety</p>	\$600,000	<p>Installation: \$265,000 Material: \$270,000</p>	<p>May: Tender & Award and Start up</p>	

		boom was subsequently designed by Geniglace in 2024/2025 under Project ID #S.24.020. A contractor will be retained to supply and install the safety boom. Permit applications have been submitted by Geniglace and are currently under review for approval.		CA Project Management: 15,000 Contingency: \$50,000	July: In- water work August: As-Builts, O and M report	
S.26.022	Fullarton Dam- Dam Decommissioning- Draft Design	DECOMMISSIONING STUDY- The recently completed Environmental Assessment (Project S.23.019) identified dam removal as the preferred alternative. Project ID EOI.25.007 was a continuation of studies and technical reporting to support the design phase of the project. The current phase will focus on the development of a draft design for dam decommissioning, which will be completed internally.	\$20,000	CA Project Management: \$10,000 CA Design: \$10,000	April –December: Draft Design	
S.26.015	R. Thomas Orr Dam- Geotechnical Investigation and Piezometer Installation	STUDY– The recently completed Dam Safety Review (DSR) by DM Wills recommended several geotechnical investigations. These studies will be undertaken to assess the stability of the embankment slopes and armour stone walls and will include a report with recommendations should any slope stability deficiencies be identified. A consultant will be retained to complete this work.	\$103,500	Consulting: \$87,000 Contingency: \$8,500 CA Project Management: \$8,000	May: Tender & Award and Start up June: Field Work July- December: Stability report and recommendations	
R.26.024	Fanshawe Dam - Safety Signs and Life Rings	SAFETY – The 2022 Dam Safety Review (DSR) identified deteriorated and missing public safety signage, as well as the need for life rings. In response to these recommendations, the project aims to replace existing deteriorated signage, install new signage, and provide life rings. The scope of work includes the supply and installation of new signs, life rings, and associated mounting hardware and labour.	\$22,000	Repair Costs (material/labour): \$18,000 CA Project Management: \$4,000	May: Material Order June – August: Installation	

R.26.025	Pittock Dam- Safety Signs and Life Rings	SAFETY– The 2022 Dam Safety Review (DSR) identified deteriorated and missing public safety signage, as well as the need for life rings. In response to these recommendations, the project aims to replace existing deteriorated signage, install new signage, and provide life rings. The scope of work includes the supply and installation of new signs, life rings, and associated mounting hardware and labour.	\$19,000	Repair Costs (material/labour): \$15,000 CA Project Management: \$4,000	May: Material Order June – August: Installation	
R.26.026	Wildwood Dam- Safety Signs and Life Rings	SAFETY – The 2023 Dam Safety Review (DSR) identified deteriorated and missing public safety signage, as well as the need for life rings. In response to these recommendations, the project aims to replace existing deteriorated signage, install new signage, and provide life rings. The scope of work includes the supply and installation of new signs, life rings, and associated mounting hardware and labour.	\$24,000	Repair Costs (material/labour): \$20,000 CA Project Management: \$4,000	May: Material Order June – August: Installation	
R.26.027	Mitchell Dam- Safety Signs and Life Rings	SAFETY – The 2024 Dam Safety Review (DSR) identified deteriorated and missing public safety signage, as well as the need for life rings. In response to these recommendations, the project aims to replace existing deteriorated signage, install new signage, and provide life rings. The scope of work includes the supply and installation of new signs, life rings, and associated mounting hardware and labour.	\$11,000	Repair Costs (material/labour): \$10,000 CA Project Management: \$1,000	May: Material order June – August: Installation	
R.26.029	Shakespeare Conservation Area Dam - Safety Signs	SAFETY- The existing safety signage at the Shakespeare Dam does not meet current public safety standards as outlined in the MNR Dam Safety Guidelines or the CDA guidelines. This project will involve the procurement and installation of new signage in accordance with these requirements.	\$3,000	Repair Costs (material/labour): \$2,500 CA Project Management: \$500	May: Material order June – August: Installation	
R.26.030	Fanshawe Dam - Sump Pump Failure - Repair	REPAIR-This project is a result of a failure of the Fanshawe dam sump pumps in the summer of 2024, which spurred an investigation and resulted in a recommendation of a replacement and redesign of the pump system. Engineered design drawings for two new sump pumps, motors, piping, valves, alarms, and	\$177,000	Contractor: \$155,000 CA Project Management: \$7,000 Contingency: \$15,000	April: Tender May: Award and start up	

		electrical components have been completed to date along with a tender package. This phase of the project involves the installation of the new pumps in accordance with the design drawings and tender documents.			May – September: Installation October: Project closeout	
S.26.020	Centreville Conservation Area Dam - Environmental Assessment – Phase 1	<p>DECOMMISSIONING STUDY-The future direction of operations for the Centerville Dam is currently uncertain. To help inform the dams future, an Environmental Assessment (EA) is being proposed. The EA will evaluate the dam against a range of criteria, including archaeological, cultural heritage, economic, and technical considerations.</p> <p>A series of alternative options will be developed and assessed, with the preferred alternative identified based on its overall performance against these criteria. Potential alternatives will include, do nothing, repair, replacement, or decommissioning.</p> <p>This process will include engagement with key stakeholders, including members of the public and Indigenous communities, throughout the study. This project represents Phase 1 of the Environmental Assessment.</p>	\$103,500	Contractor: \$82,500 CA Project Management: \$9,000 Contingency: \$12,000	<p>April: Tender</p> <p>May: Award and start up</p> <p>May – October: Field Work</p> <p>October - March: Early phases of public consultation and selection of the Preferred Alternative</p>	
S.26.021	Mitchell Dam - Environmental Assessment - Phase 1	<p>DECOMMISSIONING STUDY – The future direction of operations for the Mitchell Dam is currently uncertain. To help inform the dams future, an Environmental Assessment (EA) is being proposed. The EA will evaluate the dam against a range of criteria, including archaeological, cultural heritage, economic, and technical considerations.</p> <p>A series of alternative options will be developed and assessed, with the preferred alternative identified based on its overall performance against these criteria. Potential alternatives will include, do nothing, repair, replacement, or decommissioning.</p>	\$100,000	Contractor: \$82,500 CA Project Management: \$ 7,500 Contingency: \$10,000	<p>April: Tender</p> <p>May: Award and start up</p> <p>May – October: Field Work</p>	

		<p>This process will include engagement with key stakeholders, including members of the public and Indigenous communities, throughout the study.</p> <p>This project represents Phase 1 of the Environmental Assessment.</p>			<p>October - March: Early phases of public consultation and selection of the Preferred Alternative</p>	
S.26.018	Wildwood Dam – Structural Analysis of Sluiceways and Design-Phase 1	<p>STUDY –This project represents the next phase of WECI projects EOI.25.002 and EOI.25.008, which were initiated in response to operational challenges affecting all four sluice gates at the dam. The first milestone of this phase will involve a structural analysis of the sluice gates under various loading conditions. Based on the results, the feasibility study may be updated and a preferred solution identified. The final milestone of this phase will be the advancement of the preferred solution to the design stage.</p> <p>The scope of work includes structural analysis, updates to the feasibility study (if required), design development, and identification of potential permit requirements.</p>	\$160,000	<p>Consultant: \$145,000 CA project Management: \$15,000</p>	<p>April – May: Bidding June- January: Study February: Report</p>	
S.26.034	Centreville Conservation Area Dam- Gabion Baskets and Downstream Erosion	<p>REPAIR – During routine dam inspections, UTRCA identified significant erosion within the stilling basin downstream of the dam’s spillway. Repairs to the banks and installation of erosion protection measures are required to address these deficiencies. The scope of work includes obtaining the necessary permits, site restoration, and the supply and installation of gabion baskets.</p>	\$40,000	<p>Contractor: \$35,000 CA project management: \$5,000</p>	<p>April - May: Permits June: Bidding stage August- October: Construction</p>	
S.26.019	R. Thomas Orr Dam- Engineering Assessment of North Sluiceway	<p>STUDY – The 2024 Dam Safety Review identified that both sluice gates (south & north) were in poor condition and recommended repair and repainting. UTRCA completed repairs to the south sluice gate in 2024–2025 under project WECI R.24.054; however, the project</p>	\$23,000	<p>Consultant: \$17,000 CA project management: \$3,000 Contingency: \$3,000</p>	<p>April-May: Bidding June-November: Field inspection and analysis</p>	

		experienced significant cost overruns. UTRCA now intends to engage a consultant to undertake an engineering assessment of the north sluice gate to determine the extent of damage and provide a cost estimate for repairs. The scope of work will also include estimating the cost of a replacement sluice gate			January: Project report	
R.26.032	Wildwood Dam- Rehabilitation of Stop Logs	REPAIR – This project was identified based on the outcomes of EOI.25.002 and EOI.25.008. EOI.25.002 involved an initial assessment of the stoplogs as a safety measure to isolate the bays for inspection of the sluice gates. EOI.25.008, which consisted of a structural analysis of the stoplogs, indicated that they were stressed close to their design capacity. Accordingly, this project aims to carry out the necessary rehabilitation work on the stoplogs, including strengthening, reinforcement, sandblasting, and repainting, in accordance with the consultant's recommendations	\$45,000	Contractor: \$40,000 CA Project Management: \$5,000	May: Design Drawings June: Bidding stage July-November: Rehabilitation work	
R.26.033	Stratford Flood Control Channel- Guardrail Size Reconfiguration	SAFETY – The 2007 Dam Safety Assessment recommended modifications to the existing guardrails to meet current building code standards. UTRCA is seeking to replace the existing guardrails to enhance public safety. The scope of work includes the procurement of materials, demolition of the existing guardrails, and installation of new guardrails	\$23,000	Contractor Work: \$19,000 CA Project Management: \$3,000	April - May: Bidding Installation: June- November: Installation	
S.26.024	Embro Conservation Area Dam Removal Studies and Design	DECOMMISSIONING STUDY – This project is a continuation of WECl project S.22.016 and EOI.25.006. The draft study report, updated in 2026, recommended several "next steps" to inform the detailed design for the decommissioning of the Embro Dam. The scope of work includes field sampling and testing, surveys and reports.	\$69,000	Consultant: \$49,000 Surveys by UTRCA: \$15,000 CA Project Management: \$5,000	May: Bidding May- October: surveys June- January: Study February: Report	

S.26.025	R. Thomas Orr Dam – OMS Manual	STUDY – The 2023 Dam Safety Review identified that updates to the existing Operations, Maintenance, and Surveillance (OMS) manual are required. This work will be undertaken by UTRCA staff	\$5,000	CA Project Management: \$5,000	May-February: OMS manual	
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APPLICATION CHECKLIST – TO ASSIST THE WECI COMMITTEE WITH PROJECT REVIEW

Instruction: Please complete the checklist below and provide brief comments if needed. Supplemental information and documents can be uploaded to the WECI Database with this application form. If documentation has been provided in the past, please specify the year it was provided or the location of the files in the WECI Database. If sending/uploading large files is difficult, please contact us.

	YES	COMMENT
1) Do all project titles contain the name of the structure? (Not applicable for multi-structure studies)	<input checked="" type="checkbox"/>	
2) Have photos been provided for each project structure?	<input type="checkbox"/>	New projects do not have photos
3) Has location information been provided for each project structure? (e.g., lat/long coordinates, google maps links, etc.)	<input checked="" type="checkbox"/>	
4) Have schematics or engineering drawings been provided for each project structure?	<input type="checkbox"/>	Where they exist, engineering drawings have been provided for projects.
5) For elongated structures (e.g., dyke, channel, shoreline) has the specific repair section been identified on a map or diagram?	<input checked="" type="checkbox"/>	
6) Where they exist, have technical/engineering assessment reports been provided for each project structure?	<input checked="" type="checkbox"/>	
7) Where they exist, have hazard potential classification reports been provided for each project structure?	<input checked="" type="checkbox"/>	
8) Where they exist, have dam/dyke safety review reports been provided for each project structure?	<input checked="" type="checkbox"/>	
9) Where they exist, have environmental assessment reports been provided for each project structure?	<input checked="" type="checkbox"/>	

10) Are all required Provincial and Federal approvals in place to complete the project(s) within the fiscal year? Please list any required approvals in the comments section.



SIGNATURE:

GENERAL MANAGER / CHIEF ADMINISTRATIVE OFFICER



DATE March 26, 2026

To: UTRCA Board of Directors
From: Tracy Annett, General Manager
Date: May 26, 2026
File Number: BoD-26-05-39
Agenda #: 6.3
Subject: 2027 Budget Concepts and Communications Overview

Recommendation

1. THAT the 2027 Budget Concepts report be received.
2. THAT the 2027 Draft Budget be developed in conformity to the Conservation Authorities Act (CAA) and Ontario Regulation 402/22: Budget and Apportionment.
3. THAT staff BE DIRECTED to include provision for wage grid increase of 3% as a preliminary estimate.

Purpose

The purpose of this report is to provide the Board of Directors with an overview of the assumptions and the process that staff are using to build the 2027 budget.

Background

The board-approved budgetary policy (Oct 2024) provides guidance on the approach management uses to prepare budgets. Further, Ontario Regulation 402/22 outlines the budgetary process for Conservation Authorities to develop the budget. This concepts report provides information regarding some of the issues management see that will impact the details of the budgets currently being prepared.

Normally, UTRCA circulates a draft budget to member municipalities in early November and approves the apportionment and the budget in February at the annual general meeting. To facilitate the transition to a regional CA framework by February 1, 2027, the Minister, as outlined in 1.14 (1) of the amended Conservation Authorities Act, may direct conservation authorities to approve 2027 municipal apportionment and budget by December 31, 2026. Municipal elections occur on October 26, 2026, meaning some councils may be subject to lame duck periods following the close of nominations in early August.

CA board members remain active members of UTRCA's board until the first meeting after their successor is appointed. Further, UTRCA must still develop a 2027 Budget in accordance with Ontario Regulation 402/22 including circulation to member municipalities for consultation. UTRCA's existing member municipalities must approve and are responsible for the apportionment of the 2027 budget.

Consequently, staff are recommending an accelerated timetable for 2027 budget development and approval as outlined below. This includes presenting a Draft Budget at

the August meeting and approving both the apportionment and budget at the October 6, 2026, meeting.

UTRCA Annual Budget Timeline	
Date	Requirement
May	Operational Budget Discussion/Overview
May - June	Staff communicate capital project plans with municipal partners
July	Staff prepare Draft Budget
August	Draft Budget Presented to the Board
September	Staff refine the Draft Budget based on mid-year budget update
October	Final Budget Vote & Apportionment– weighted as per By-Law
November	Once approved – distribute to member municipalities, post on the governance page of UTRCA’s website, send to Ministry.

Current Context

- There is broad geopolitical and economic uncertainty currently. All attempts are being made to minimize significant changes to budgets as a result.
- Inflation continues to persist, particularly with respect to energy and fuel prices, so selling prices for goods and services must keep pace with increasing costs. These increased costs need to be reflected in pricing for all UTRCA programs and services, i.e. grant applications, contracts and fee schedules.
- Post Covid supply chain issues are still being felt. In addition, the directive to buy local may be impacting costs in subtle ways, either up or down, as alternate sources of supply are sought.
- The UTRCA Budgetary and Reserves Policies highlight the Authority’s intent to fully fund Category 1 mandatory programs and services.
- Staff can only estimate increases based on existing experience and cannot account for increased costs that will arise from the proposed consolidation.

Budget Drivers

1. Staffing and Wages

Following significant staff turnover in recent years, many newer staff are currently in earlier steps of their 5 step wage bands, so annual merit increases are anticipated in addition to a cost-of-living increase in the grid. Staffing and wage expenditure are approximately 60% of the overall budget, and therefore this is the single largest cost category to manage.

Year-over-year April CPI rests at 2.8%, though some CPI segments tend to be much higher. Staff wish to reserve the possibility to firmly recommend a change to the wage grid later in the summer as progress is made on the draft budget. At that time, a more current CPI measure will be known. It is believed that the effects of the war in Iran may result in even higher inflation as the year progresses.

2. Amalgamation

While the 2027 draft budget may include a proposed 3% average increase to our wage grid, the budget, as currently envisioned, will not account for increased costs that will arise out of the proposed consolidation including but not limited to:

- Wage Alignment and Pay Equity within the consolidated regional CA
- Impact to the OMERS program
- Health Benefit and Insurance programs cost alignment
- Branding (uniforms, websites, signage)
- Permit centralization costs
- Changes in IT services to facilitate consolidation (alignment of financial and fleet systems as examples)
- Additional staff training on newly created systems

It is yet unclear when, or if, consolidation costs are to be factored into the 2027 budget process. For now, staff are concentrating on building a draft budget that encompasses only UTRCA business as usual.

3. Capital Project Costs

The UTRCA continues to experience hard-to-predict construction costs. Staff make cost estimates as accurately as possible and update them as they become firmer when RFPs are issued, and bids are received. Most significant repair projects are unique, implying an inability to translate past project experience for cost estimates to future projects. The Water and Erosion Control Infrastructure (WECI) program project list for the 2026-2027 term is lengthy with the costliest projects focused on West London Dykes reconstruction and safety boom installations at R. Thomas Orr and Pittock Dams. Staff in the Water and Information Unit are currently meeting with municipal staff to outline projects expected to be undertaken in the coming 3 to 5 years. Capital project costs are funded by special benefitting levies.

Recent changes to the provincial WECI program suggest that budgeting without reference to WECI funding is probably prudent given that the cap of \$5M per year for the entire province has not changed in decades. Should WECI funding become available, it can support expanded or subsequent phases of repairs, cost overruns or ultimately support that structure's reserve.

4. Other Cost Increases

The inflation from the last few years is also making itself felt in municipal budgets and resulting in significant property tax increases. For 2026 we are seeing interim property tax changes across municipalities between 3% and 10% over 2025. The median annual increase in 2025 over 2024 was 5.3%, the highest being 10.3%. Staff will use 6% as the current estimate until final tax bills are received for 2026.

While insurance premium increases are now softening, they may still trend higher than the rate of inflation due to exceptional claims from natural disasters and cybercrime. Staff will be including a 5% increase for insurance coverage for 2027 and will update that figure closer to the year end when UTRCA insurers typically provide information on trends in premiums and underwriting policies.

The sales model for computer software, like other services, has been changing for many years, moving away from a paid purchase of software whereby it is purchased, then installed on an organization's computer servers, and regularly maintained with updates. SaaS (Software as a Service) is the sales model to which many software vendors are moving clients. It is a cloud hosted service requiring internet access to the application, payment of an annual subscription fee, and sometimes fees for individual user licenses. This trend is continuing and costs are rising as a result. Effectively, computer services are slowly becoming rentals, rather

than purchased assets. This results in higher immediate operating costs and less deferred spending over time.

5. Clean Water Act

Staff are currently reviewing Q1 2026 results with respect to the UTRCA's Drinking Water Source Protection program considering overhead reductions being phased in over three years by MECP. Discussions continue with the MECP staff to clarify our process for overhead allocations. As a Category 1 program, unfunded costs will have to be covered through cost apportioning.

6. Cost Apportionment (Levy) Increase

The extent of the general distribution levy increase is directly influenced by costs in Category 1, and those costs are 84% weighted by wages. It is difficult to predict the year-end position in May, but minimizing levy increases will continue to be a priority, as it has in the past.

The extent of the special benefitting levy increase is driven by the projects and operations of each water and erosion control structure.

7. Modified Current Value Assessment (MCVA)

The assessment rates provided annually by the province dictate how much of the total general distribution levy increase is apportioned to each member municipality, and to a much lesser extent, how the special benefitting levy is apportioned. Until those figures arrive, staff use the prior year MCVA to estimate the levy apportionment to each member. Changes to MCVA are beyond UTRCA's control. UTRCA controls only the total general levy, not its distribution to members.

Previous MCVA figures for the Clean Water Act will also be used to determine levy, if required, for the MECP funding cuts noted above until 2027 figures are forthcoming from the province.

8. Canada Water Agency Funding

The Canada Water Agency funding continues through 2027 at \$5M annually for the remaining two years. The experience of up-take for this program from inception is the factor driving estimates. This program, and associated funding, significantly subsidizes the overall costs of overhead for the Authority.

Summary

The budget process directed by provincial regulation requires the UTRCA to identify and quantify costs, then apply expected revenue amounts from grants and self-generated sources. The Authority then determines the levy required to maintain programs and distributes the levy using a general or special-benefitting model. It is clear therefore that estimates at each step impact later ones. This approach, looking first at costs, is one which has already yielded benefits. It makes a true cost picture clearer and ensures that mandatory programs are adequately funded, in turn reducing risk. Equally, the understanding of costs assists in awareness of fiduciary responsibilities which are supported by the strong balance sheet UTRCA now has.

At this time, we believe the general levy increase will again be modest but sufficient to ensure category 1 programs are fully funded. The special-benefitting increase for capital projects and dam operations will be higher, and it will be variable by municipality.

We continue to forecast higher increases in capital spending in the coming years and are attempting to moderate general levy increases as much as possible.

Recommended by:

Tracy Annett, General Manager, Secretary-Treasurer

Christine Saracino, Supervisor of Finance and Accounting

To: UTRCA Board of Directors
From: Tracy Annett, General Manager
Date: May 26, 2026
File Number: BoD-26-05-40
Agenda #: 6.4
Subject: Provincial Updates on Conservation Authority Consolidation

Recommendation

THAT the Board of Directors receives the report for information and appoints the General Manager Tracy Annett, and an elected member to the Transition Committee.

Background

On March 26, 2026, the province introduced Bill 97, Plan to Protect Ontario Act which includes Schedule 3 amending the Conservation Authorities Act (CAA). On April 23, 2026 the Bill 97, Plan to Protect Ontario Act (Budget Measures) received Royal Assent. Since then, several steps have been taken to advance the transition of Conservation Authorities to the Regional Conservation Authorities including;

- 1) Issuing Minister's Direction (as attached)
- 2) Announcing the Ontario Provincial Conservation Agency Board of Directors
- 3) Posting the Project Executive Positions
- 4) Initiating the Transition Process – Ernst & Young a third-party advisor to support development of a Playbook to guide the transition

A summary of these steps is provided below.

Minister's Direction

Schedule 3 of the Bill outlined several changes to the Conservation Authorities Act, including Part 1. Minister's Direction S.1.14 which, for the purposes of facilitating the transition to the new regional CA framework, can issue directions to the Authority.

On May 1, 2026 the Honourable Todd McCarthy Minister of the Environment Conservation and Parks released the attached direction to all CAs. The Minister's Direction applies to certain conservation authority decisions related to governance; organizational staffing changes; the acquisition and disposition of lands; significant capital transactions; and the provision or acquisition of goods or services. These measures are intended as temporary 'guardrails' to not interfere with regular day-to-day CA business and operations. The Minister's Direction is attached.

Starting on May 1, 2026, CAs are prohibited from making decisions as outlined in the table below unless the CA obtains written authorization from the Ontario Provincial Conservation Agency (OPCA). The prohibitions do not apply to a decision that was made by the Authority prior to May 1, 2026. Likewise, the prohibitions do not apply to a decision that is made to alleviate an immediate danger to human life or property

provided the CA notifies the OPCA CEO within 3 business days after the decision is made together with appropriate rationale.

CAs may request authorization from the CEO of the OPCA to make a decision, as outlined in the prohibition below. The request must include a description of the decision the authority is seeking, a CA resolution supporting the proposed decision, and an explanation of why the authorization should be granted including any risks to delaying the decision until after the transition date. The OPCA will endeavour to provide a written decision within 30 days of receiving the request. If the OPCA authorizes the request in whole or in part the CA retains the power to determine whether to proceed.

There is no process for reconsideration of an OPCA CEO decision; however, a CA can re-submit a request later if circumstances have changed. If a CA makes a decision that is not permitted under the temporary restrictions, the decision has no effect and any agreement the CA enters is void.

Topic	Temporary Prohibition
Governance	Amending By-Laws made under Section 19.1 of the CA Act is prohibited unless amendments do not affect the substance or legal effect such as administrative changes (updating dates, terminology, titles).
Human Resources	Terminating, filling a vacancy or making any changes to the terms and conditions of employment for any permanent or temporary senior leadership positions (i.e. general manager) or employees who serve in leadership positions related to mandatory programs and services. The number of employees cannot increase unless identified in the 2026 budget. No organizational changes, including creating, merging, or eliminating departments.
Land Acquisition/Disposition	Acquiring, by purchase, lease or otherwise, any land or to sell, lease or otherwise dispose of any land owned by the authority
Procurement	Must not provide or acquire services where the agreement's duration exceeds 2 years OR a cost that exceeds the lessor of \$500,000 and 5% of the authority's operating expenses as reported in the most recent audited financial statements. Does not include a decision to renew or extend an agreement in place prior to the Effective Date.
Capital Costs	Incurring or disposing of a capital cost (acquiring property, including materials, equipment and vehicles) where the lease exceeds 2 years in length or the total amount of the purchase exceeds the lessor of \$500,000 and 5% of the authority's tangible capital assets as reported in the most recent audited financial statements. Does not apply to purchases outlined in the 2026 budget.

Staff have reviewed the direction and determined that most of the current purchases and work are exempt as they are included in the approved 2026 budget and/or were approved before May 1, 2026. Authorizations are expected to be required prior to entering into land lease agreements and to implement our organizational review to

address retirements of senior staff positions. Staff will continue to review workplans and provide updates as required.

Ontario Provincial Conservation Agency

The [Ontario Provincial Conservation Agency \(OPCA\)](#) is a newly created agency, overseen by the Ministry of Environment, Conservation and Parks that will provide centralized leadership, tools and resources to ensure a smooth transition from 36 conservation authorities to 9 regional conservation authorities.

In addition to overseeing the transition to the regional conservation authority framework the OPCA will:

- Oversee the governance of authorities and their operations, including the programs and services they provide.
- Promote consistent policies, standards and fees for programs and services provided by authorities.
- Assess and report on the effectiveness of authorities including outcomes related to the implementation of their programs and services.
- Oversee and evaluate the financial performance of authorities.
- Guide and evaluate the strategic planning by authorities to ensure it aligns with provincial objectives.
- Support the development and implementation of a standardized and centralized system for processing applications for permits issued by authorities.
- Lead the development and implementation of digital strategies and shared services to support the operations of authorities, including their programs and services.
- Support strategic investment in programs and services provided by authorities, including leveraging funding available to Ontario and authorities.
- Advise the Government of Ontario in respect of the programs and services authorities provide under the Act and any matters related to the objects of the Agency.

Appointments to OPCA are advertised through the [Public Appointments Secretariate](#). To date, five appointments have been made to the OPCA Board:

1. David Wai/Deputy Minister of Colleges, Universities, Research Excellence and Security
2. Keith Palmer/Deputy Minister of Sport
3. Roda Muse/Deputy Minister (Bilingual) of Francophone Affairs & Commissioner of Public Service Commission
4. Maud Murray/Deputy Minister of Red Tape Reduction & Commissioner of Public Service Commission
5. Matthew Pegg/Deputy Minister, Emergency Preparedness and Response

This inaugural Board will now appoint a Project Executive to each regional CAs' transition committee. The Project Executive will chair the Transition Committee which is charged with developing a transition plan.

Project Executives

The posting for the Project Executive position was shared with Conservation Authorities on Friday May 15th. The Association of Municipalities of Ontario, Ontario Municipal

Administrators Association, and Canada Municipal Jobs are among those advertising the position.

The Project Executives will play a key leadership role in the transition by overseeing transition activities and chairing transition committees. Upon consolidation, they will serve as the inaugural Chief Administrative Officers of the regional conservation authorities for a period of up to two years, helping to ensure strong and experienced leadership. The posting will remain open until May 25, 2026.

Ernst and Young (EY)

On May 11 and 12 MECP arranged two identical sessions to introduce conservation authorities to representatives from Ernst Young LLP (EY). This firm has been contracted by the Ontario Provincial Conservation Agency (OPCA) to guide the transition planning activities and work with CAs to collect data that will inform the transition process. By June 13, 2026, CAs will be required to provide data on six key areas:

Key Area Provided	Example
Governance and Organizational Structure	Organization charts, procurement policies, board and CAO roles, meeting minutes, job descriptions
Financial Performance and Procedures	Multi-year audited financial statements, list of liabilities, summary of active litigations
Workforce and Human Resources	Number of FT and FTEs, departures and hiring between (2023-2025), plans for future hiring, HR policies, employee performance review, training materials
Operational Processes	List of programs and partnerships, KPEs, service level agreements
Systems and Supporting Technology	Overview of existing systems and supporting technology, contracts with IT vendors, plans for technology investments/improvements
Technology Controls	IT access and security documents (How is IT security overseen/managed)

In addition, EY will be holding an interview with each CA to clarify any questions regarding the data collection process and gather additional context that may inform the transition plan. The objective of the data collection is not to have the CAs create new materials or evaluate or audit each CA. Information provided will inform the consolidation plan including sequencing, readiness and the identification of additional support. Each CA will receive a snapshot of their individual organization at the end of the process.

EY will also be using the information to develop a consolidation ‘Playbook’ that will be used by each Transition Committee to develop their respective transition plan. The timeline for the data request is outlined in the graphic below.

Key Steps to Developing the RCA Playbook

◆ Key points of engagement with CAs

Throughout the process, CAs will participate in stakeholder interviews, complete their data collection templates and submit the data collection template along with all required supporting documents via EY's SharePoint.

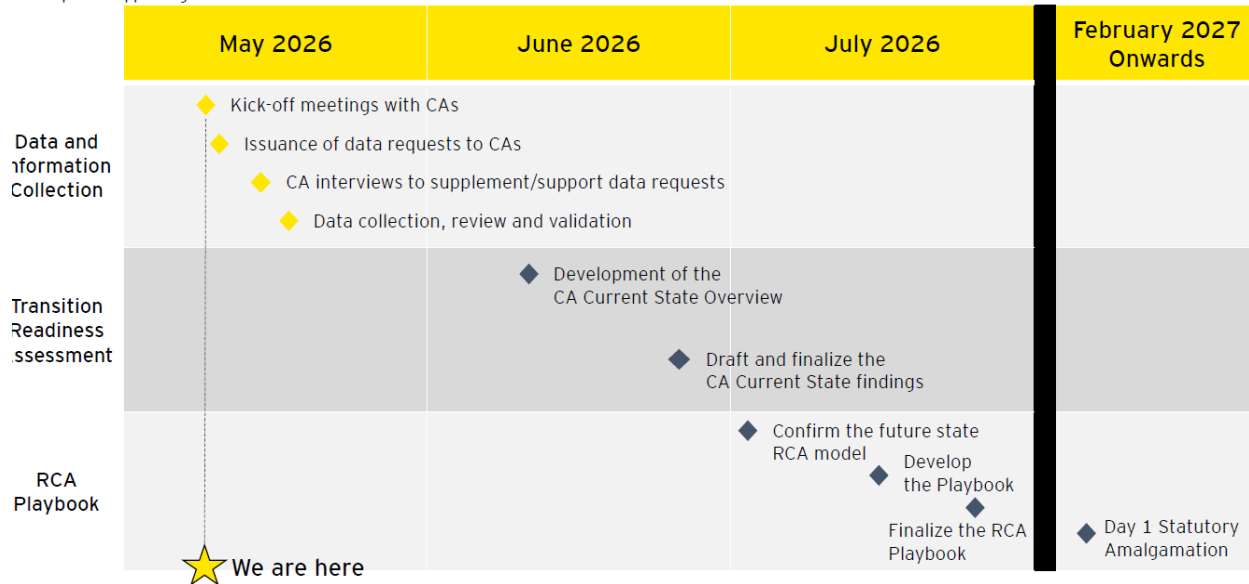


Figure 1. Steps to Developing the Regional Conservation Authority (RCA) Playbook

Transition plans must be developed by the Transition Committees and submitted to the OPCA to consider revisions. Once no revisions are necessary, the Transition Committee will provide a copy to the new authority and a summary to participating municipalities and the predecessor authorities. If the Committee fails to produce a transition plan, the OPCA will.

The final transition plan will be implemented by the new Regional Conservation Authority, who may request revisions to the OPCA. The new Authority will report to the OPCA on the progress of transition implementation.

Transition Committees

The Chief Conservation Executive, Hassaan Basit has requested that predecessor CAs appoint representatives to their respective Transition Committees by **June 30, 2026**, as outlined in the attached email. Appointments must be the CAO/GM of the predecessor authority or another senior officer and a municipally appointed member of the predecessor authority's Board of Directors.

It is recommended that the Board of Directors appoint Tracy Annett, General Manager, to the Transition Committee and, through discussion during the May Board of Directors meeting, identifies who they wish to appoint as a representative to the Transition Committee.

If the predecessor CAs fail to make appointments, the OPCA will do so on their behalf.

Summary

The Province previously shared the key steps in the consolidation process as provided in Figure 2 below.

Key Steps in Process

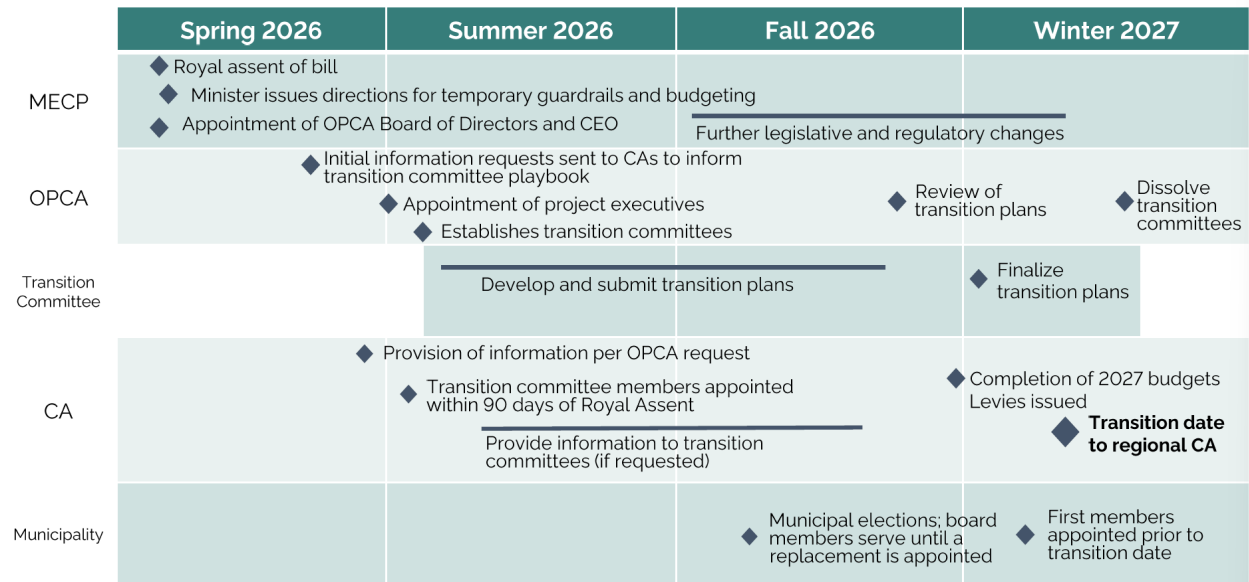


Figure 2: Key Steps in the Process

Staff have and are continuing to spend significant time on preparing for the transition of the UTRCA into the Western Lake Erie Regional Conservation Authority (along with the Essex Region Conservation Authority, the St. Clair Region Conservation Authority and the Lower Thames Valley Conservation Authority). CAO/GMs of the four authorities have been regularly meeting, and senior staff of the major departments will be meeting to ensure a full understanding of services being offered by each CA.

A presentation of the above will be provided at the meeting. This will allow the board to discuss the issues that may be present and appoint an elected member to the Transition Committee.

Recommended by:

Tracy Annett, General Manager / Secretary-Treasurer

Attachments:

- Minister’s Direction, dated May 1, 2026 provided by the Honourable Todd McCarthy Minister of the Environment Conservation and Parks.
- Email from the Chief Conservation Executive, Hassaan Basit RE: Transition Committees - Appointed Members

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 ON M7A 2J3
Tél. : 416 314-6790

357-2026-1281

May 1, 2026

TO: Conservation Authorities Chairs, GMs/CAOs, and municipalities

SUBJECT: Minister's direction under section 1.14 of the *Conservation Authorities Act*
(re: temporary restrictions)

I am writing with regards to the transition of Ontario's conservation authority system to a consolidated regional model. The *Plan to Protect Ontario Act* (Budget Measures), 2026 received Royal Assent on April 24, 2026 and pursuant to my authority under section 1.14 of the *Conservation Authorities Act* (CAA), I am issuing a direction to conservation authorities – please see attached to this letter as Attachment A (the "Direction").

The intention of this Direction, which is effective from May 1, 2026 to the transition date under the CAA (i.e., February 1, 2027 or such later date as may be prescribed by the regulations), is to apply temporary restrictions on significant financial, asset or employment decisions to mitigate risk and ensure a stable transition to the new regional structure.

This Direction applies to certain conservation authority decisions related to: governance, organizational or staffing changes; the acquisition and disposition of lands; significant capital transactions; and the provision or acquisition of goods or services. For the decisions specified in this Direction, conservation authorities will be required to seek authorization from the chief executive officer of the Ontario Provincial Conservation Agency (or the Chief Conservation Executive of the Ministry of the Environment, Conservation and Parks if the chief executive officer has not yet been appointed), before the authority can make the decision. This Direction applies to all current conservation authorities, as listed in Appendix A to the attachment. Further guidance on the process to obtain authorization is set out in Appendix B to the attachment. The CAA provides that if an authority makes a decision in contravention of a direction issued under clause 1.14 (1) (a), the authority's decision has no effect and any agreement that the authority enters into that is in contravention of the direction is void.

...2

Page 2.

These measures are not intended to interfere with the regular day-to-day business and operations of conservation authorities. If you are contemplating whether or not this Direction applies to a conservation authority decision under consideration, if you have any questions regarding this Direction, or if you are looking to request authorization for a conservation authority decision that may be covered under this Direction, please contact the Chief Conservation Executive at CCEO@ontario.ca and copy the Conservation Authorities Section at the Ministry of the Environment, Conservation and Parks at ca.office@ontario.ca.

Continuity for communities is a core principle of this transition. These time-limited measures are intended to ensure there aren't any service disruptions during transition and to ensure that the transition to consolidation is smooth and successful with minimal disruptions to conservation authorities' governance, programs and services. Thank you for your continued leadership and collaboration as we work to improve the conservation authority system in Ontario.

Sincerely,

A handwritten signature in blue ink, appearing to read "Todd McCarthy", with a long, sweeping underline.

Todd McCarthy
Minister of the Environment, Conservation and Parks

Enclosures

c: The Honorable Rob Flack, Minister of Municipal Affairs and Housing

Attachment A

Minister's Direction Issued Pursuant to Section 1.14 of the *Conservation Authorities Act* (this "Direction")

Section 1.14 of the Conservation Authorities Act provides the Minister of the Environment, Conservation and Parks with the authority to issue a direction to a conservation authority in relation to various matters for the purpose of facilitating the transition to a regional watershed-based framework for conservation authorities. The types of directions that can be issued by the Minister are set out in clauses 1.14 (1) (a) to (d):

- (a) prohibiting the authority from making a decision in relation to its exercise of any of its powers under this Act or any other Act in the circumstances specified in the direction and subject to any specified conditions;
- (b) requiring the authority to give notice, in accordance with the direction, of a decision that it has made;
- (c) requiring the authority to send notices under subsection 25 (2), 27 (3) or 27.2 (3) by the date specified in the direction;
- (d) governing budgetary and apportionment matters relating to the authority that are otherwise addressed in a regulation made under clause 40 (1) (c), (e) or (f) or clause 40 (3) (k).

Section 1.14 further provides that an authority that receives such a direction shall comply with the direction within the time specified in the direction.

If an authority makes decision in contravention of a direction issued under clause 1.14 (1) (a), the authority's decision has no effect and any agreement that the authority enters into that is in contravention of the direction is void.

Pursuant to the authority of the Minister of the Environment, Conservation and Parks under clauses 1.14 (1) (a) and (b), the conservation authorities set out under Appendix "A" to this Direction (the "**authorities**" or each, an "**authority**") are hereby directed as follows:

Decisions prohibited unless authorization obtained (direction issued under clause 1.14 (1) (a))

1. Commencing on the Effective Date and until the transition date, an authority is prohibited from making a decision to do any of the following unless the authority obtains written authorization from the chief executive officer of the Ontario Provincial Conservation Agency ("OPCA CEO") in accordance with the conditions set out in paragraph 4:

- i. Amending an authority's by-laws made under section 19.1 of the CAA, unless the amendment is administrative in nature and does not affect the substance or legal effect of the by-law (e.g. updating references, dates, and terminology; name or title changes; and making obvious corrections where the intended meaning is clear).
- ii. Any of the following related to employment:
 - a. Terminating the employment of a permanent or temporary employee who serves in a senior leadership position, including the authority's chief administrative officer or general manager, its secretary treasurer, and any departmental directors if applicable.
 - b. Filling a vacancy for (i.e. temporarily or permanently) or making any changes to the terms and conditions of employment for any senior leadership position as referred to in sub-subparagraph a.
 - c. Terminating the employment of any employee who serves in a leadership position related to or who are essential to the provision of the following mandatory programs and services described in the following provisions of O. Reg. 686/21 made under the CAA: flood forecasting and warning (section 2), ice management (section 4), infrastructure (section 5), plan reviews (sections 6 and 7) and the administration and enforcement of Parts VI and VII of the CAA (section 8).
 - d. Increasing the total number of employees of the authority unless the increase was already included in the authority's approved final budget for the 2026 calendar year.
- iii. Changing the organizational structure of the employees of the authority, including creating, merging, or eliminating departments.
- iv. Acquiring, by purchase, lease or otherwise, any land or to sell, lease or otherwise dispose of any land owned by the authority.
- v. Acquiring services from a person or body where:
 - a. the duration of the provision of the service exceeds 2 years in length,
or
 - b. the total cost of the service exceeds the lesser of \$500,000 and 5% of the authority's operating expenses, as reported in the authority's most recent audited financial statement.

This does not include a decision to renew or extend an agreement for a service that a person or body was providing to the authority prior to the Effective Date.

- vi. Providing a service to a person or body where:
 - a. the duration of the provision of the service exceeds 2 years in length,
or
 - b. the total amount to be charged for the service exceeds the lesser of \$500,000 and 5% of the authority's revenues, as reported in the authority's most recent audited financial statement.

This does not include a decision to, renew or extend an agreement for a service that the authority was providing to the person or body prior to the Effective Date.

- vii. Incurring a capital cost in connection with a project or purchasing, leasing or otherwise acquiring personal property, including materials, equipment and vehicles, where:
 - a. in the case of a lease, the duration of the term of the lease exceeds 2 years in length,
or
 - b. the total amount of the capital cost or purchase, lease or other acquisition would exceed the lesser of \$500,000 and 5% of the authority's tangible capital assets, as reported in the authority's most recent audited financial statement.

This direction does not apply if the capital cost or acquisition is contemplated for a particular program or service identified in the authority's approved final budget for the 2026 calendar year and the total capital cost or acquisition amount is within the budgeted amount for the program or service.

- viii. Selling, leasing, or otherwise disposing of or dealing with personal property, including materials, equipment and vehicles, where:
 - a. in the case of the lease, the duration of the term of the lease exceeds 2 years in length,
or
 - b. the total amount of the lease or other disposition or dealing would exceed the lesser of \$500,000 and 5% of the authority's tangible capital assets, as reported in the authority's most recent audited financial statement.

- 2. Despite paragraph 1, sub-paragraphs 1. v to viii do not apply to a decision of an authority that is made for the purpose of alleviating an immediate danger to human life, the health of any persons, or to property.

3. For greater certainty, paragraph 1 does not apply to a decision of an authority to execute an agreement that has the effect of implementing a decision made by the authority before the Effective Date.
4. The following conditions must be satisfied before an authority is authorized to make a decision that is subject to paragraph 1:
 - i. The authority must request authorization from the OPCA CEO to make the decision, in accordance with paragraph 5 of this Direction.
 - ii. The authority must receive written authorization from the OPCA CEO to make the decision. If authorization for the request is granted only in part, the authority must ensure that its decision does not exceed the scope of the authorization.
5. For the purposes of paragraph 4, the authority must request authorization to make a decision that is subject to paragraph 1 by submitting the following information to the OPCA CEO:
 - i. A description of the decision that the authority is seeking authorization to make, including details of the proposed decision and why the proposed decision is a decision that is subject to paragraph 1.
 - ii. A resolution of the authority supporting the proposed decision.
 - iii. An explanation for why authorization should be granted, including any risks associated with deferring the proposed decision until after the transition date.
 - iv. Any information about relevant dates for the proposed decision, including any considerations around urgency or the time-sensitive nature of the proposed decision.
6. The authority must provide any additional information about the request to the OPCA CEO at the OPCA CEO's request.

**Notice of a decision that an authority has made to address an emergency
(direction issued under clause 1.14 (1) (b))**

7. Commencing on the Effective Date and until the transition date, where the authority makes a decision that is not subject to paragraph 1 by reason that the decision is made for the purpose of alleviating an immediate danger to human life, health, or property, the authority must give notice to OPCA CEO within 3 business days after making the decision.
8. The notice mentioned in paragraph 7 must describe the decision that was made and explain how the decision that was made for the purpose of alleviating an immediate danger to human life, the health of any persons, or to property.

General

9. In this Direction, a reference to the OPCA CEO means the Chief Conservation Executive of the Ministry of the Environment, Conservation and Parks, if a chief executive officer of OPCA has not yet been appointed.
10. In this Direction, a reference to an authority's approved final budget for the 2026 calendar year means the authority's final budget for the 2026 calendar year that was approved prior to the Effective Date. For greater certainty, if an authority has not yet approved its final budget for the 2026 calendar year prior to the Effective Date, the authority does not have an approved final budget for the 2026 calendar year for the purposes of this Direction.
11. The authority must ensure that any employee of the authority who is responsible for or involved in making a decision that is subject to this Direction is made aware of this Direction, and the authority must require these employees to take all steps necessary to ensure the authority complies with this Direction.
12. This Direction applies to the conservation authorities listed in Appendix "A" to this Direction.
13. For greater certainty, this Direction also applies to the conservation authorities listed in Appendix "A" to this Direction when such conservation authorities are meeting as a source protection authority under the *Clean Water Act, 2006*.
14. This Direction is effective from May 1, 2026 (the "**Effective Date**") to the transition date, within the meaning of the *Conservation Authorities Act* (i.e., February 1, 2027 or such later date as may be prescribed by the regulations).
15. This Direction may be amended in writing from time to time at the sole discretion of the Minister.



Todd McCarthy
Minister of the Environment, Conservation and Parks
May 1, 2026

Appendix A

LIST OF CONSERVATION AUTHORITIES TO WHICH THE DIRECTION APPLIES

Ausable Bayfield CA	Lower Trent Region CA
Cataraqui Region CA	Maitland Valley CA
Catfish Creek CA	Mattagami Region CA
Central Lake Ontario CA	Mississippi Valley CA
Credit Valley CA	Niagara Peninsula CA
Crowe Valley CA	Nickel District CA
Essex Region CA	North Bay-Mattawa CA
Ganaraska Region CA	Nottawasaga Valley CA
Grand River CA	Otonabee Region CA
Grey Sauble CA	Quinte Region CA
Halton Region CA	Raisin Region CA
Hamilton Region CA	Rideau Valley CA
Kawartha Region CA	Saugeen Valley CA
Kettle Creek CA	Sault Ste. Marie Region CA
Lake Simcoe Region CA	South Nation River CA
Lakehead Region CA	St. Clair Region CA
Long Point Region CA	Toronto and Region CA
Lower Thames Valley CA	Upper Thames River CA

Appendix B

GUIDANCE DOCUMENT FOR THE MINISTER'S DIRECTION ISSUED UNDER SECTION 1.14 OF THE CAA

The following sets out additional information and guidance for authorities in relation to the Minister's Direction issued May 1, 2026 under s. 1.14 of the CAA.

The ministry strongly encourages conservation authorities to contact the Ontario Provincial Conservation Agency (OPCA) at CCEO@ontario.ca if an authority is uncertain about the scope, application or requirements of this direction. OPCA can help clarify whether a proposed decision is subject to this Direction and how the authority can ensure it complies with this Direction.

As paragraph 11 of the Direction provides, if any decisions covered by the Direction are made by employees of the authority, the authority has the obligation to ensure that their employees are aware of this Direction and that the authority seeks prior authorization in accordance with the Direction before the decision is made.

The CAA provides that, if an authority makes a decision in contravention of a direction issued under clause 1.14 (1) (a), the authority's decision has no effect and any agreement that the authority enters into that is in contravention of the direction is void.

Request and OPCA CEO Decision Process

Making a Request

After a conservation authority determines that a proposed decision requires authorization from the OPCA CEO, the authority may make a request for authorization via email to CCEO@ontario.ca containing the following required information:

- A description of the decision that the authority is seeking authorization to make, including details of the proposed decision and why the proposed decision is a decision that is subject to paragraph 1 of the Direction.
- A resolution of the authority supporting the proposed decision.
- An explanation for why authorization should be granted, including any risks associated with deferring the proposed decision until after the transition date.
- Any information about relevant dates for the proposed decision, including any considerations around urgency or the time-sensitive nature of the proposed decision.

Any notices of decisions required to be given to OPCA CEO under paragraph 7 of the Direction should also be sent via email to CCEO@ontario.ca.

Confirmation of Receipt

Once the OPCA (or Office of the Chief Conservation Executive (OCCE) if the OPCA CEO has not yet been appointed), receives a request from the authority that includes the required information, the authority will be notified by OPCA that the request has been received and the timeline for a decision. The OPCA will also inform the Ministry's Conservation Authorities Section (CAS) (via ca.office@ontario.ca) that a request for written authorization has been received. In addition, if the authority provides notice under paragraph 7 of the Direction of a decision made for the purpose of alleviating an immediate danger to human life, health, or property, the OPCA will inform the CAS.

If, upon review by the OPCA CEO, it is determined that a decision is not subject to the requirement for prior written authorization, the authority will be notified as soon as possible that the decision is not subject to this Direction.

Consideration of Request

The OPCA CEO will endeavour to make a decision on the request in a timely manner and not more than 30 calendar days from the day of receiving the request that is accompanied with the required information. Where the complexity of the request or the need for additional information necessitates, written notice will be provided to the authority by the OPCA of any additional time needed to issue a decision.

The OPCA CEO may consult on an authority's request with the relevant transition committee and project executive that has been appointed by OPCA for that authority. . The OPCA CEO may also require the authority to provide additional information if needed to support their consideration of the request.

Decision

The OPCA CEO may make the following types of decisions on a request for written authorization:

- Grant authorization to the authority to proceed with making the decision that was the subject of the request, in whole or in part (i.e., authorize the authority to proceed in a more limited manner than what was requested).
- Deny authorization, including in circumstances where, in the opinion of the OPCA CEO, the decision would not be in the best interest of the future regional conservation authority, or it would be more appropriate to defer the decision to the future regional conservation authority.

The decision of the OPCA CEO on the request will be given in writing to the authority and will include a rationale for the decision if the decision is to deny authorization or only grant authorization in part. The Ministry's CAS will also be notified of the OPCA CEO's decision.

Where an authority's proposed decision is authorized by the OPCA CEO, or where the proposed decision has been authorized but only in part, this in no way compels the authority to proceed with the decision. In all cases, the authority retains the sole power to determine whether to proceed with any decision that has been authorized by the OPCA CEO.

Reconsideration

There is no process for reconsideration of an OPCA CEO decision on a request for authorization under the Direction.

An authority whose request for authorization is denied or granted only in part may request authorization again in accordance with the Direction at a later date if the circumstances have changed and the authority believes that these changes in circumstances would support the granting of authorization.

Transition Committees - Appointed Members

From CCEO (MECP) <CCEO@ontario.ca>

Date Mon 2026-05-11 4:36 PM

To CCEO (MECP) <CCEO@ontario.ca>



External (cceo@ontario.ca)



[Graymail](#) [Spam](#) [Phish](#) [More...](#) [FAQ](#) [Protection by INKY](#)

You don't often get email from cceo@ontario.ca. [Learn why this is important](#)

With the passage of Bill 97, *A Plan to Protect Ontario*, transition work is now underway to support the regional consolidation of conservation authorities.

As part of this work, transition committees are being established to help guide and inform transition activities, including the development of transition plans. We anticipate transition committees to be launched in mid-July.

Each transition committee will be led by a dedicated project executive, who will also provide continuity by serving as the first Chief Administrative Officer of the new regional conservation authority for up to two years.

The work of these committees will be grounded in local priorities and insights. Accordingly, committee membership will draw from each existing conservation authority being consolidated and will include:

- the current CAO or General Manager, and
- one board member.

Thank you to those of you who have already advised us of your appointed members—we appreciate your leadership and participation. For those who have not yet done so, please submit the names of your two appointed members to the CCEO at this email address by **June 30, 2026**.

We recognize that a board resolution is required to make these appointments. If your board meeting schedule necessitates an extension beyond June 30th, please contact the CCEO to discuss.

Thank you again for your continued partnership as we begin this important transition toward regional conservation authorities.

Hassaan Basit
Chief Conservation Executive

To: UTRCA Board of Directors
From: Brent Verscheure, Manager, Lands, Facilities and Conservation Areas
Date: May 26, 2026
File Number: BoD-26-05-41
Agenda #: 8.1
Subject: Fanshawe Conservation Area Day-Use Concept Plan

Recommendation

THAT the Board of Directors receive this report for information.

Background

The Upper Thames River Conservation Authority (UTRCA) undertook a comprehensive greenspace concept plan for the day-use area at Fanshawe Conservation Area (FCA) to guide phased infrastructure replacement and enhancement. The plan is intended to improve visitor experience, support outdoor recreation and environmental education, address accessibility, and align future investments with a long-term vision for the site.

Following internal collaboration and the preparation of draft concept plans by Ron Koudys Landscape Architects (RKLA), the project advanced to a public consultation phase to gather feedback from users, stakeholders, and the broader community prior to finalizing the concept plan.

Discussion

Public consultation for the Fanshawe Conservation Area Day-Use Concept Plan was conducted through an online engagement approach to ensure broad and accessible participation. Draft concept plans, background information, and an overview of proposed improvements were posted on the UTRCA engagement platform at:

<https://engage.thamesriver.on.ca/fanshawe-conservation-area-day-use-plan>

The engagement page provided an overview of the project objectives, visual concept materials, and an opportunity for the public to provide feedback on the proposed direction for the day-use area.

To raise awareness and encourage participation, the consultation was promoted through multiple channels, including social media and targeted digital distribution to

various FCA user groups. This targeted outreach was intended to ensure that frequent users of the Conservation Area, as well as the broader public, were aware of the project and had the opportunity to review and comment on the proposed plans.

Public engagement for the Fanshawe Conservation Area Day Use Plan was conducted from April 1 to May 11, 2026, through the UTRCA online engagement platform. The project webpage received 644 visits and generated 99 public contributions, with more than half of all traffic originating from social media referrals, demonstrating strong outreach and public awareness efforts. Feedback was primarily received from existing users of Fanshawe Conservation Area, including day users, seasonal and overnight campers, land lessees, and organized groups.

Survey responses identified hiking and biking as the most common recreational activities, followed by picnicking, reservoir activities, and special events, reinforcing the importance of trails and accessible multi-use outdoor spaces. Overall sentiment toward the draft Greenspace Plan was generally positive or neutral, with approximately 80% of respondents expressing favourable or neutral views of the proposed direction.

When considering future amenities and improvements, respondents identified an updated trail system and enhancements to the Lakeview Pavilion area as the highest priorities, including expanded patio space, equipment rentals, and food service opportunities. Open-ended feedback further emphasized the importance of improved connectivity, accessibility, and maintaining the natural character of Fanshawe Conservation Area while enhancing visitor experience and amenities.

Next Steps

Public feedback will be reviewed and considered as part of the refinement and finalization of the concept plan. Now that the public consultation process has closed, the draft concept plan will be refined to reflect public input, operational considerations, and long-term CA objectives.

Once finalized, individual components of the greenspace plan will be further defined and phased for implementation. Future work will include the development of associated capital budgets, operational considerations, and implementation timelines to support future planning, prioritization, and investment decisions for the day-use area at Fanshawe Conservation Area.

Prepared by:

Graeme Shaw, Project Manager

Recommended by:

Brent Verscheure, Manager, Lands, Facilities and Conservation Areas

To: UTRCA Board of Directors
From: Joe Gordon, Regulations Coordinator
Date: May 26, 2026
File Number: BoD-26-05-42
Agenda #: 8.2
Subject: Administration and Enforcement – Section 28 Status Report

Recommendation

THAT the Board of Directors receive the Section 28 Status Report for information.

Background

The attached tables are provided to the Board as a summary of staff activity related to Section 28 of the *Conservation Authorities Act* and Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits. Table 2 covers staff activities and information for the month of April 2026.

Summary of 2026 Permit Activity To-Date (Jan - April):

- **68 permit numbers** have been assigned with **51 of those permits issued**.
- **Sixteen (16)** permits have been issued in 2026 where the application was submitted in 2025.
- **Two (2)** Hydro One Standard Compliance Permits have been issued.
- **Eight (8)** Permit Extensions or Amendments have been issued.
- **120** Site Clearances for regulated properties where proposed development was reviewed and determined not to require a Section 28 Permit.

TOTAL Permits In-Progress:

There are currently **12 total permits in progress in 2026** where additional information is still required prior to processing the permit application. There are seven (7) permits-in-progress from 2025. 60% of those permits-in-progress are within the City of London. The last remaining permit application from 2024 was issued in May of 2026 resulting from a Hearing Committee decision.

The following table provides information on ALL permit in-progress in a tally format
 Table 1: Permit In-Progress Tracker

YEAR	PERMIT #'S ASSIGNED	MORE INFORMATION REQUIRED	PERMIT ISSUED	HEARING DECISION	INACTIVE* (CLOSED)
2026	68	12	51	0	0
Permits in Progress (Prior Year Submission):					Prior Years
2025	234	7	224	1	2

The attached Table 2 provides further details of those permits issued in April of 2026 and demonstrates compliance with processing timelines required by O. Reg. 41/24 unless otherwise stated.

Recommended by:

Jenna Allain, Manager, Environmental Planning and Regulations

Prepared by:

Joe Gordon, Regulations Coordinator
 Jessica Schnaithmann, Land Use Regulations Officer
 Mike Funk, Land Use Regulations Officer
 Cari Ramsey, Land Use Regulations Officer
 Dave Griffin, Land Use Regulations Assistant
 Richard Brewer, Land Use Regulations Assistant
 Carly Sing-Judge, Land Use Regulations Assistant

Section 28 Status Report – Summary of Applications for 2026
Ontario Regulation 41/24

Table 2

Reporting Period: April 2026

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

Permit #	Municipality	Location	Category	Application Type	Project Description	Application Received	Response Notice	Notification of Complete Application	Permit Issued On	Comply with Timelines	Staff
P216-26	Woodstock	Pittock Park Road (Frederick St to Oxford Rd 17)	Municipal Project	Routine	Roadway Urbanization	27-Nov-2025	4-Dec-2025	27-Feb-2026	3-Mar-2026	YES	Griffin
P15-26	Ingersoll	110 Mutual St, Ingersoll	Development	Routine	Backup Generator Installation at OPP and Fire Hall in Ingersoll	16-Jan-2026	28-Jan-2026	24-Mar-2026	31-Mar-2026	YES	Brewer
P18-26	EZ Tavistock	13th Line, Approx 500m north of Braemar Sideroad	Municipal Project	Minor	Replacement of existing concrete box culvert with a new cast-in-place concrete box culvert	2-Feb-2026	20-Feb-2026	25-Feb-2026	5-Mar-2026	YES	Brewer
P19-26	London	815 Windermere Road (Stoneybrook Recreation Field)	Municipal Project	Routine	Proposed Cricket Batting Cages	16-Jan-2026	30-Jan-2026	24-Feb-2026	3-Mar-2026	YES	Funk
P21-26	Thames Centre	Catherine St Dorchester - (GPS: 42.988399, -81.078393)	Linear Utility Corridor	Minor	150m of 4" PE 420kPa Gas Main via HDD	13-Feb-2026	24-Feb-2026	24-Feb-2026	5-Mar-2026	YES	Brewer
P22-26	Stratford	Avon River @ TJ Dolan Dr & St David St	Municipal Project	Minor	Replacement Retaining Wall	22-Dec-2025	7-Jan-2026	26-Feb-2026	3-Mar-2026	YES	Griffin

Permit #	Municipality	Location	Category	Application Type	Project Description	Application Received	Response Notice	Notification of Complete Application	Permit Issued On	Comply with Timelines	Staff
P24-26	London	28 Kensington Avenue	Development	Major	Addition and Renovation	17-Feb-2026	20-Feb-2026	5-Mar-2026	6-Mar-2026	YES	Sing-Judge
P27-26	London	Bridle Path at Kilally Meadows ESA	Municipal Project	Routine	Replacement Stormwater Outlet	25-Feb-2026	4-Mar-2026	4-Mar-2026	5-Mar-2026	YES	Funk
P30-26	Stratford	81 William Street	Restoration/Creation	Routine	Shoreline Erosion Protection	25-Feb-2026	3-Mar-2026	9-Mar-2026	18-Mar-2026	YES	Griffin
P31-26	London	Exeter Road at White Oaks Drain	Linear Utility Corridor	Minor	Fibre Installation	3-Mar-2026	6-Mar-2026	6-Mar-2026	6-Mar-2026	YES	Sing-Judge
P32-26	Ingersoll	Halls Creek at Centennial Lane (Culvert C18)	Municipal Project	Minor	Culvert Replacement	18-Feb-2026	11-Mar-2026	18-Mar-2026	26-Mar-2026	YES	Griffin
P34-26	EZ Tavistock	515398 11th Line	Development	Major	New House & Septic System	26-Feb-2026	12-Mar-2026	27-Mar-2026	27-Mar-2026	YES	Griffin
P36-26	Perth South	Various - 11 Sites	Linear Utility Corridor	Major	Proposed installation of Fibre optic cables along Municipal Right of way, undercrossing several watercourses via directional bore method	6-Mar-2026	16-Mar-2026	16-Mar-2026	20-Mar-2026	YES	Brewer
P37-26	Zorra	136071 13th Line. Pearson-Sims Municipal Drain	Municipal Drain	Minor	Enclosure of approx 200m of open channel, installation of stilling basin/ erosion control & cleanout 180m downstream open channel	16-Mar-2026	17-Mar-2026	18-Mar-2026	18-Mar-2026	YES	Brewer
P38-26	West Perth	19 Blenheim St (Mitchell Lions Park)	Development	Minor	Kayak Storage Rack	16-Mar-2026	23-Mar-2026	24-Mar-2026	27-Mar-2026	YES	Griffin

To: UTRCA Board of Directors
From: Tracy Annett, General Manager
Date: May 26, 2026
File Number: BoD-26-05-43
Agenda #: 8.3
Subject: Progress Status Updates

Recommendation

THAT the Board of Directors receive the report for information.

Background

To provide the Board with updates on previously discussed items and progress toward the UTRCA’s 2025–2030 Strategic Plan goals.

Discussion

The table below provides progress and estimated timelines associated with significant UTRCA projects and items identified by the Board of Directors requesting reports. As the Strategic Plan is completed, work-plans deliverables will also be incorporated into the tables below.

Report Back Items	Planned report or update	Project lead(s)	Status
Hazard Mapping Consultation	May 2026	Jenna & Erin	In progress - Hazard Mapping Consultation Thames River in the City of London Report was provided at September Meeting and Presentation in October 2024. Status update provided in April, and August, notification occurred in October, for consideration in December. Postponed to early 2026, planned for the May meeting.
Fee Schedule Review for Planning & Regulations	January 2026	Jenna	Complete - Report back on Fees Freeze. Future reports will be provided if Ministers' direction is received that allows fees to increase.
Planning and Regulations Policy Updates (March 2024, September 2024,	September 2026	Jenna	In progress - Staff continue to develop policies and procedures, and undertake consultation with municipalities, partners, and development groups, etc. Policy update provided at the April 2026

Report Back Items	Planned report or update	Project lead(s)	Status
June 2025, November 2025, April 2026)			meeting. Consultation to occur through the summer with a Final Draft proposed in the fall.
Retention Policy	2026	Tracy & Michelle	On hold – updated retention policy to be prepared based on a collaborative CA draft. The CA draft has been legally reviewed. Aligning retention policies with integration of Microsoft 365 (file structure, naming conventions, etc.) Staff will be consulting with the other Conservation Authorities within the Western Lake Erie Region.
Cyber Security	January 2026	Tracy Christine Chris	Complete - Report to F&A – Staff to prepare a report on the current state of cyber security for the organization and any recommendations to improve to be presented to the Finance and Audit Committee at the April meeting, in-camera. Directed staff for future updates. Report to the Board to follow. Information Management/Technology efforts have been focused on migration to Microsoft 365 and the tools for enhanced security. Annual updates are to follow.
Hydro Plant (November 2025)	August 2026	Chris	In Progress – Hydro Plan update was provided to the Board in October 2024. Further investigation to confirm the sizing of power conditioners has been undertaken. Order fulfillment took some time; however, scheduling of installation has been confirmed (and rescheduled). Report provided in April, with planned improvements in early summer of 2026. A report will be provided after improvements are completed.
Security for BOD access to agendas	2026	Chris	On hold- Options to ensure secure access to agenda packages for Board Members. Staff are meeting with other CA clerks and other Agencies to understand options to utilize M365 tools to distribute Agendas, Minutes and Closed Session items. Access will be evaluated with the IT systems used by the CA's within the WLERCA.
Human Resources Report	January 2026	Jennifer	Complete - Provide UTRCA's Organizational Chart and report on staff

Report Back Items	Planned report or update	Project lead(s)	Status
			vacancies.

Additional items requiring quarterly or routine updates for the Board are provided in the table below.

Quarterly or Routine Report Back Items	Project lead(s)	Status
WLERCA Transition Committee Progress	Tracy	Not started – WLERCA Transition Committee progress reports will be provided to the Board in routine updates.
Land Options (March 2025, June 2025)	Brent & Tracy	In progress - As requested at the October meeting, report provided March 2025 with a report on options for parcels identified in closed session. Reports to follow as necessary.
Administrative Review / Interim Policies (March 2025)	Jenna	In progress - Administrative Review Quarterly updates Jan-Mar Q1 Apr-June Q2 Jul-Sept Q3 Oct-Dec Q4 Reports to be provided in January, April, August, and October.
Implementation of Blackline Consulting Recommendations	Jenna	In progress – Implementation Progress Quarterly updates Jan-Mar Q1 Apr-June Q2 Jul-Sept Q3 Oct-Dec Q4 Reports to be provided in January, April, August, and October.
UTRCA Asset Management Plan	Brent & Christine	In progress - Groups of Assets e.g., Natural Hazard Infrastructure, Fleet, Facilities etc. Regular progress reports expected. (Note* suggested to add graphics similar to those used by the City of London in their asset management plans to identify overall condition of asset) Asset Management Policy – Approved January 2024, Updated in May 2025 regular updates to be provided as asset classes are undertaken.
Land Tenant Program Update (Last update provided November 2024, June 2025)	Brent	In progress – Ongoing status of land tenant program, in-camera. Report provided. Update provided in October. Verbal in-camera update in November and report in June. Future updates as required.

Definitions

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

Summary

The summary provided is intended to help track items requesting report updates to the Board and project updates. It is noted that items may be shifted to accommodate the number of agenda items, staff workload, and board meeting schedules.

Recommended by:

Tracy Annett, General Manager

To: UTRCA Board of Directors
From: Christine Saracino, Supervisor of Finance and Accounting
Date: May 26, 2026
File Number: BoD-26-05-44
Agenda #: 9.1
Subject: Finance and Audit Committee – Audited Financial Statements

Recommendation

THAT the Board of Directors accepts the draft audited financial statements for 2025, as attached, on the recommendation of the Finance & Audit Committee.

AND FURTHER THAT the Board of Directors accepts the recommendation of the Finance and Audit Committee to appoint Seebach & Company as the UTRCA Auditor for fiscal 2026 and any stub year, subject to agreement on fees.
Carried.

Background

The Finance and Audit Committee met on April 28th to review and discuss the 2025 Audited Financial Statements and management report.

In particular, the auditor reviewed the surplus from 2025 and while each of the three categories of programs UTRCA delivered yielded a surplus (page 16), the factors producing the surplus were fundamentally two in number; campground operations and the generous investment gains on the long-term portfolio during 2025.

Of the \$6.3M of cash generated by the operations of the organization (page 7), almost all of it was reinvested; \$3.2M in major capital repairs or additions to our assets, and \$3M to the various investment accounts to cover the deferred revenue (long-term liabilities) established by those capital additions.

It is again worth noting that the category 3 programs supported \$950K of organizational costs which are otherwise able to be levied.

Meeting Decisions

Sandy Levin was elected as the 2026 Finance and Audit Committee Chair.

The Committee adjourned to a closed session to hear a presentation from the UTRCA auditors. Upon rising, the following motion was passed:

Mover: Paul Mitchell
Seconder: Harj Nijjar

THAT the Finance and Audit Committee receives the draft audited statements, recommends approval of the amended draft audited statements by the Board,

AND FURTHER recommends Seebach & Company be re-appointed as the UTRCA Auditor for fiscal 2026 and any stub year, subject to agreement on fees.
Carried.

Prepared by:

Michelle Viglianti, Administrative Assistant

Recommended by:

Christine Saracino, Supervisor, Finance and Accounting

Attachment: 2025 UTRCA Draft Audited Financial Statements

**UPPER THAMES RIVER
CONSERVATION AUTHORITY
FINANCIAL STATEMENTS
DECEMBER 31, 2025**

DRAFT

SEEBACH & COMPANY
Chartered Professional Accountants

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying consolidated financial statements of Upper Thames River Conservation Authority (the "Authority") are the responsibility of the Authority's management and have been prepared in accordance with Canadian public sector accounting standards, established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada, as described in Note 2 to the financial statements.

The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Authority's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded from loss, transactions are properly authorized and recorded, and reliable information is available on a timely basis for preparation of the financial statements. These statements are monitored and evaluated by the Authority's management. The Board of Directors meets with management and the external auditor to review the financial statements and discuss and significant financial reporting or internal control matters prior to their approval.

The financial statements have been audited by Seebach & Company, independent external auditors appointed by the Authority. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Authority's financial statements.

UPPER THAMES RIVER CONSERVATION AUTHORITY



Tracy Annett, MCIP, RPP
General Manager / Secretary-Treasurer



Christine Saracino, CPA, MBA
Supervisor, Finance and Accounting

May 26, 2026

INDEPENDENT AUDITOR'S REPORT

To the Members of Upper Thames River Conservation Authority

Opinion

We have audited the accompanying financial statements of Upper Thames River Conservation Authority ("the Authority"), which are comprised of the statement of financial position as at December 31, 2025 and the statements of operations, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Authority as at December 31, 2025, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards (PSAB).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAB, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

INDEPENDENT AUDITOR'S REPORT (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Seebach & Company

Chartered Professional Accountants
Licensed Public Accountants

Clinton, Ontario
May 26, 2026

**UPPER THAMES RIVER CONSERVATION AUTHORITY
STATEMENT OF OPERATIONS**

For the year ended December 31	2025 Budget	2025 Actual	2024 Actual
Revenue			
Municipal general levy (pre-2024)	102,272	170,486	233,056
Dam and flood control levy (pre-2024)	172,846	148,431	143,673
General distribution levy	6,795,355	6,242,411	6,072,338
Benefit based levy	1,410,893	1,850,639	1,656,597
Municipal cost apportioning agreements	626,156	624,889	606,729
Conservation areas	5,098,225	5,046,299	4,927,916
Land and asset management	2,190,489	2,491,566	2,486,699
Fees for service	3,093,483	2,800,948	2,490,474
Provincial transfer payments			
Ministry of Natural Resources Section 39 grants	181,213	181,213	181,213
Other provincial grants	3,029,485	1,479,813	1,498,221
Donations	31,000	36,659	777,287
Federal program funding	4,455,273	4,144,745	1,456,762
Other	887,252	1,634,481	1,068,646
	<u>28,073,942</u>	<u>26,852,580</u>	<u>23,599,611</u>
Expenditures			
Campground operations	4,765,197	4,322,256	4,141,470
Water & information management	4,257,265	4,650,626	4,225,802
Lands, facilities and conservation areas	3,588,086	3,690,651	3,600,072
Integrated watershed management	8,049,192	5,121,570	2,882,203
Community partnerships	1,757,717	1,707,239	1,585,946
Source water protection	483,168	546,369	644,955
Environmental planning & regulations	2,836,615	2,727,541	2,674,684
Service cost centres	1,815,826	1,628,780	1,856,244
	<u>27,553,066</u>	<u>24,395,032</u>	<u>21,611,376</u>
Annual surplus (deficit)	520,876	2,457,548	1,988,235
Accumulated surplus, beginning of year	<u>49,385,001</u>	<u>49,385,001</u>	<u>47,396,766</u>
Accumulated surplus, end of year (note 6)	<u><u>\$ 49,905,877</u></u>	<u><u>\$ 51,842,549</u></u>	<u><u>\$ 49,385,001</u></u>

The accompanying notes are an integral part of this financial statement

**UPPER THAMES RIVER CONSERVATION AUTHORITY
STATEMENT OF FINANCIAL POSITION**

As at December 31	2025	2024
FINANCIAL ASSETS		
Cash	1,719,354	1,596,702
Accounts receivable	1,808,926	1,095,156
Investments (note 3)	20,465,544	17,499,800
	<u>23,993,824</u>	<u>20,191,658</u>
LIABILITIES		
Accounts payable and accrued liabilities	1,528,247	1,445,593
Deferred revenue	13,091,877	10,400,236
	<u>14,620,124</u>	<u>11,845,829</u>
NET FINANCIAL ASSETS	9,373,700	8,345,829
NON-FINANCIAL ASSETS		
Tangible capital assets, net (note 5, schedule C)	42,271,540	40,865,061
Prepaid expenses and deposits	169,319	151,269
Inventories	27,990	22,842
	<u>42,468,849</u>	<u>41,039,172</u>
ACCUMULATED SURPLUS (note 6)	\$ 51,842,549	\$ 49,385,001

On behalf of the Board:

_____, Chair

_____, General Manager

_____, Supervisor of Finance

The accompanying notes are an integral part of this financial statement

**UPPER THAMES RIVER CONSERVATION AUTHORITY
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS**

For the year ended December 31	2025	2024
Annual surplus (deficit)	2,457,548	1,988,235
Amortization of tangible capital assets	1,773,704	1,477,655
Net acquisition of tangible capital assets	(3,180,183)	(2,013,948)
Loss (gain) on sale of tangible capital assets	-	(31,316)
Proceeds on sale of tangible capital assets	-	34,050
Decrease (increase) in prepaid expenses and deposits	(18,050)	7,357
Decrease (increase) in inventories	(5,148)	(1,538)
Increase (decrease) in net financial assets	1,027,871	1,460,495
Opening balance	8,345,829	6,885,334
Closing balance	\$ 9,373,700	\$ 8,345,829

The accompanying notes are an integral part of this financial statement

**UPPER THAMES RIVER CONSERVATION AUTHORITY
STATEMENT OF CASH FLOWS**

For the year ended December 31	2025	2024
Operating activities		
Annual surplus (deficit)	2,457,548	1,988,235
Amortization expense not requiring cash outlay	1,773,704	1,477,655
Loss (gain) on sale of tangible capital assets	-	(31,316)
Decrease (increase) in accounts receivable	(713,770)	(191,816)
Increase (decrease) in accounts payable and accrued liabilities	82,654	398,652
Increase (decrease) in deferred revenue	2,691,641	1,110,913
Decrease (increase) in prepaid expenses and deposits	(18,050)	7,357
Decrease (increase) in inventories	(5,148)	(1,538)
Cash provided by (used for) operating activities	<u>6,268,579</u>	<u>4,758,142</u>
Capital activities		
Proceeds on sale of tangible capital assets	-	34,050
Net disposals (purchases) of tangible capital assets	(3,180,183)	(2,013,948)
Cash provided by (used for) capital activities	<u>(3,180,183)</u>	<u>(1,979,898)</u>
Investing activities		
Disposal (purchase) of investments, net	(2,965,744)	(1,997,173)
Cash provided by (used for) investing activities	<u>(2,965,744)</u>	<u>(1,997,173)</u>
Increase (decrease) in cash position	122,652	781,071
Cash (overdraft) beginning of year	<u>1,596,702</u>	<u>815,631</u>
Cash (overdraft) end of year	<u><u>\$ 1,719,354</u></u>	<u><u>\$ 1,596,702</u></u>

The accompanying notes are an integral part of this financial statement

**UPPER THAMES RIVER CONSERVATION AUTHORITY
NOTES TO FINANCIAL STATEMENTS**

For the year ended December 31, 2025

1. Description of the business

The Upper Thames River Conservation Authority (the “Authority”) is established under the Conservation Authority Act of Ontario to further the conservation, restoration, development and management of natural resources, other than gas, oil, coal and minerals for the subwatersheds within its area of jurisdiction.

2. Significant accounting policies

The financial statements have been prepared by the management of the Authority in accordance with generally accepted accounting principles for organizations operating in the local government sector as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

Significant aspects of accounting policies adopted by the Authority are as follows:

a) Accrual basis of accounting

Revenues and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned and measurable, and recognizes expenditures as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

b) Investments

Investments are recorded at cost unless there is a reduction in market value that is determined to be other than temporary, at which time they would be written down to market.

c) Tangible capital assets

Tangible capital assets are recorded at historical cost. Historical cost includes the costs directly related to the acquisition, design, construction, development, improvement or betterment of tangible capital assets. Cost includes overheads directly attributable to construction and development.

The cost, less estimated residual value, of the tangible capital assets, except land, are amortized on a straight-line basis over the estimated useful lives as follows:

Category	Useful Life
Land	not applicable
Land improvements	10 - 30 years
Buildings	15 - 50 years
Infrastructure	15 - 50 years
Furniture and fixtures	5 - 10 years
Vehicles	5 - 15 years
Flood control structures	20 - 80 years
Information technology	3 - 20 years

Amortization is charged in the year of acquisition and in the year of disposal. Construction in progress is not amortized until the asset is available for productive use.

(i) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(ii) Natural resources

Natural resources that have not been purchased are not recognized as assets in the financial statements.

2. Significant accounting policies (continued)

d) Contributed capital assets

Contributed capital assets are recognized as assets and revenue, or deferred revenue, at fair value at the time they are received.

e) Contaminated sites

Under PS 3260, contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. This standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination.

f) Deferred revenue

Revenue restricted by legislation, regulation or agreement and not available for Authority purposes is reported as deferred revenue on the statement of financial position. The revenue is reported on the statement of financial activities in the year in which it is used for the specified purpose.

g) Revenue recognition

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized in revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

h) Government transfers

Government transfer payments are recognized as revenue in the financial statements in the year in which the payment is authorized and the events giving rise to the transfer occur, performance criteria are met, and a reasonable estimate of the amount can be made. Funding that is stipulated to be used for specific purposes is only recognized as revenue in the fiscal year that the related expenses are incurred or services performed. If funding is received for which the related expenses have not yet been incurred or services performed, these amounts are recorded as a liability at year end. To the extent that stipulations by the transferor give rise to an obligation that meet the definition of a liability, government transfers are recognized as revenue as the liability is extinguished.

i) Accumulated surplus and reserves

Appropriations are made from operations and accumulated surplus to reserves for future expenditures and contingencies for such amounts as required by various cost sharing arrangements, provincial restrictions and are deemed appropriate, and upon approval of the Board of Directors.

j) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, the reported amounts of revenues and expenditures during the period, and the accompanying notes. Key components of the financial statements requiring management to make estimates include the amortization rates for tangible capital assets and the establishment of certain accruals. Due to the inherent uncertainty in making estimates, actual results could differ from those estimates.

3. Investments

Investments are comprised of the following:

	2025	2025	2024	2024
	Cost	Market Value	Cost	Market Value
Fixed income	\$ 12,886,710	\$ 13,164,734	\$ 10,779,304	\$ 11,028,049
Equity investments	<u>7,578,834</u>	<u>9,198,743</u>	<u>6,720,496</u>	<u>8,020,381</u>
	<u>\$ 20,465,544</u>	<u>\$ 22,363,477</u>	<u>\$ 17,499,800</u>	<u>\$ 19,048,430</u>

Fixed income investments consist of term deposits and guaranteed investment certificates with maturities ranging from January 14, 2026 to June 21, 2033. Interest rates on the investments range from 1.1% to 4.85%. Fixed income and equity investments are recorded on the statement of financial position at cost.

4. Other liabilities

The Authority is the lead agency in the source water protection fund, whereby funds are received by the Authority for the other parties to the arrangement. Each party is entitled to its pro-rata share of funding which is for the purpose of source water protection.

5. Tangible capital assets

For additional information, see the Schedule of Tangible Capital Assets information on the tangible capital assets of the Authority by major class, as well as for accumulated amortization of the assets controlled.

6. Accumulated surplus

The accumulated surplus consists of individual fund surplus/(deficit) amounts and reserve and reserve funds as follows:

	2025	2024
Surplus		
Invested in tangible assets	\$ 42,270,539	\$ 40,865,061
Unrestricted net assets surplus (deficit)	<u>245,403</u>	<u>228,420</u>
	42,515,942	41,093,481
Reserves set aside for specific purposes of the Authority		
Operating and/or capital reserves (Schedule B)	2,390,915	2,308,147
Reserve funds set aside for specific purposes by the Authority		
Restricted reserves (Schedule B)	<u>6,935,692</u>	<u>5,983,373</u>
	<u>\$ 51,842,549</u>	<u>\$ 49,385,001</u>

For additional information, see the Schedule of Continuity of Reserves and Reserve Funds.

7. Pension plan agreements

The Authority makes contributions to a multi-employer pension plan on behalf of members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. The amount contributed for 2025 was \$1,047,676 (2024 : \$1,012,416) for current services and is included as an expenditure on the statement of operations.

The contributions to the Ontario Municipal Employers Retirement System ("OMERS"), a multi-employer defined benefit pension plan, are expensed when contributions are due. Any pension surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees. As a result, the Authority does not recognize any share of the OMERS pension surplus or deficit.

8. Financial instrument risk management

Credit risk

The Authority is exposed to credit risk through its cash, trade and other receivables, and short-term investments. There is the possibility of non-collection of its trade and other receivables. The majority of the Authority's receivables are from users and government entities. For trade and other receivables, the Authority measures impairment based on how long the amounts have been outstanding. For amounts outstanding considered doubtful or uncollectible, an impairment allowance is setup.

Liquidity risk

Liquidity risk is the risk that the Authority will not be able to meet its financial obligations as they fall due. The Authority has a planning and a budgeting process in place to help determine the funds required to support the Authority's normal operating requirements on an ongoing basis. The Authority ensures that there are sufficient funds to meet its short-term requirements, taking into account its anticipated cash flows from operations and its holdings of cash and cash equivalents.

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the Authority's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investments.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Authority is exposed to interest rate risk arising from the possibility that changes in interest rates will affect the variable rate of temporary borrowings and long-term liabilities and the value of fixed rate long-term liabilities.

There has been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure risks.

9. Segmented information

The UTRCA's programs and services have been divided into three categories as of 2024, consistent with Section 21 of the Conservation Authorities Act and as required by Mandatory Programs and Services Regulation O.Reg. 686/21:

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

The Category 1 mandatory programs and services include:

- Planning and regulations
 - Regulations and enforcement under the CA Act (Prohibited Activities, Exemptions and Permits)
 - Planning activities
- Water management
 - Flood forecasting and warning
 - Infrastructure operations and maintenance
 - Mapping, studies, and information management
 - Climate change risk and mitigation
 - Low water response
 - Natural hazards outreach programs
- Land management
 - Land management, risk, enforcement
 - Lands strategy implementation (strategy completed in 2024)
 - Public access on UTRCA lands for passive recreation
 - Natural heritage conservation on UTRCA lands
- Provincial water monitoring
- Drinking water source protection
- Watershed strategy implementation (strategy completed in 2024)
- Essential corporate costs

For additional information, see the schedule of operations by category.

10. Budget amounts

Under Canadian public sector accounting standards, budget amounts are to be reported on the statement of operations for comparative purposes. The 2025 budget amounts for the Upper Thames River Conservation Authority approved by the Membership are unaudited and have been restated to conform to the basis of presentation of the revenues and expenditures on the consolidated statement of activities.

11. Significant event

During the year, the Province of Ontario announced potential mergers of various Conservation Authorities. At this time, no direction or events have occurred as to the status of these events that may impact the going concern of the Upper Thames River Conservation Area.

UPPER THAMES RIVER CONSERVATION AUTHORITY
Schedule A - Service Cost Centres

For the year ended December 31	2025 Budget	2025 Actual	2024 Actual
Recoveries from mission cost centres	<u>3,713,733</u>	<u>3,484,743</u>	<u>2,860,287</u>
Expenditures			
Occupancy	958,843	899,513	846,388
Information systems	1,102,718	842,867	862,855
Administration	1,213,904	1,209,386	940,585
Finance & human resources	929,778	974,944	924,298
Long-term investment	44,000	52,488	47,400
Marketing and communications	471,007	431,801	407,231
Vehicles and equipment	809,309	702,524	687,774
	<u>5,529,559</u>	<u>5,113,523</u>	<u>4,716,531</u>
	<u>(\$ 1,815,826)</u>	<u>(\$ 1,628,780)</u>	<u>(\$ 1,856,244)</u>

DRAFT

UPPER THAMES RIVER CONSERVATION AUTHORITY
Schedule B - Continuity of Reserves and Reserve Funds
For the Year Ended December 31, 2025

	Balance, beginning of year	Appropriations To (From) Reserves	Balance, end of year
Restricted reserves			
Flood control	2,225,727	82,827	2,308,554
Donor designated memorial forests	42,379	(59)	42,320
Harrington Grist Mill	40,041	-	40,041
	<u>2,308,147</u>	<u>82,768</u>	<u>2,390,915</u>
Operating and/or capital reserves			
General operating reserves	596,866	771,058	1,367,924
Defined purpose reserves	5,386,507	181,261	5,567,768
	<u>5,983,373</u>	<u>952,319</u>	<u>6,935,692</u>
	<u><u>\$ 8,291,520</u></u>	<u><u>1,035,087</u></u>	<u><u>\$ 9,326,607</u></u>

DRAFT

UPPER THAMES RIVER CONSERVATION AUTHORITY
Schedule C - Tangible Capital Assets
For the Year Ended December 31, 2025

	Land	Land Improvements	Buildings	Infrastructure	Furniture and Fixtures	Vehicles	Flood Control Structures	Information Technology Equipment	Construction in Progress	TOTAL Net Book Value 2025	TOTAL Net Book Value 2024
Cost											
Balance, beginning of year	16,047,660	3,263,041	16,845,759	7,973,580	831,094	2,579,021	23,674,570	987,281	16,983	72,218,989	70,294,024
Add: Additions during the year			377,401	948,191		181,317	1,528,720	23,230	121,324	3,180,183	2,013,948
Less: Disposals during the year										-	(88,983)
Other: WIP transfers							16,983		(16,983)	-	-
Reclassifications and adjustments			(18,886)					18,886		-	-
Balance, end of year	<u>16,047,660</u>	<u>3,263,041</u>	<u>17,204,274</u>	<u>8,921,771</u>	<u>831,094</u>	<u>2,760,338</u>	<u>25,220,273</u>	<u>1,029,397</u>	<u>121,324</u>	<u>75,399,172</u>	<u>72,218,989</u>
Accumulated Amortization											
Balance, beginning of year		1,496,845	5,701,593	7,036,674	721,924	1,694,493	13,986,911	715,488		31,353,928	29,962,522
Add: Amortization during the year		102,073	374,676	47,050	18,324	191,916	967,001	72,664		1,773,704	1,477,655
Less: Accumulated amortization on disposals										-	(86,249)
Balance, end of year	<u>-</u>	<u>1,598,918</u>	<u>6,076,269</u>	<u>7,083,724</u>	<u>740,248</u>	<u>1,886,409</u>	<u>14,953,912</u>	<u>788,152</u>	<u>-</u>	<u>33,127,632</u>	<u>31,353,928</u>
Net Book Value of Tangible Capital Assets	<u>16,047,660</u>	<u>1,664,123</u>	<u>11,128,005</u>	<u>1,838,047</u>	<u>90,846</u>	<u>873,929</u>	<u>10,266,361</u>	<u>241,245</u>	<u>121,324</u>	<u>\$ 42,271,540</u>	<u>\$ 40,865,061</u>

UPPER THAMES RIVER CONSERVATION AUTHORITY
Schedule D - Operations by Category

For the year ended December 31, 2025	<u>Category 1</u>	<u>Category 2</u>	<u>Category 3</u>	<u>Campgrounds</u>	<u>Total</u>
	YTD Actual	YTD Actual	YTD Actual	YTD Actual	YTD Actual
Revenues					
Municipal Levy + Cost Apportionments	8,056,022	-	624,889	-	8,680,911
Municipal Levy amortized from deferrals	321,405	-	21,101	13,439	355,945
Provincial Transfer Payment - CA Act	181,213	-	-	-	181,213
Provincial Transfer Payment - Clean Water Act	546,369	-	-	-	546,369
Municipal Contracts	361,112	1,263,213	347,671	62,290	2,034,286
Provincial Contracts	744,594	-	188,850	-	933,444
Federal Grants and Contracts	395,798	5,540	3,726,786	16,621	4,144,745
Land Management Agreements	462,148	1,700	718,311	253,576	1,435,735
User Fees	987,894	5,000	764,821	5,102,847	6,860,562
Donations and Other	427,101	-	9,232	-	436,333
Investment Revenue	1,243,037	-	-	-	1,243,037
	<u>13,726,693</u>	<u>1,275,453</u>	<u>6,401,661</u>	<u>5,448,773</u>	<u>26,852,580</u>
Expenditures					
Wages and Benefits	9,503,631	731,380	2,266,142	2,256,651	14,757,804
Property Related	606,464	53,149	412,426	765,986	1,838,025
Technical and Consulting Services	1,183,724	29,275	171,395	211,572	1,595,966
Computers and Communications	486,326	20,245	29,956	27,568	564,095
Insurance and Risk Management	347,446	1,569	15,578	80,712	445,305
Supplies	271,412	120,242	383,377	323,444	1,098,475
Travel and Other Personnel Expenses	155,571	16,185	26,976	38,586	237,318
Fleet Related	143,941	-	-	115	144,056
Other Expenses	26,520	-	1,913,764	-	1,940,284
Depreciation Expenses	1,571,905	-	21,423	180,376	1,773,704
Allocated Costs	(1,672,600)	285,984	949,368	437,248	-
	<u>12,624,340</u>	<u>1,258,029</u>	<u>6,190,405</u>	<u>4,322,258</u>	<u>24,395,032</u>
Annual surplus (deficit) from operations	<u><u>1,102,353</u></u>	<u><u>17,424</u></u>	<u><u>211,256</u></u>	<u><u>1,126,515</u></u>	<u><u>2,457,548</u></u>