

February 10, 2017

UTRCA 70TH ANNUAL GENERAL MEETING

In conformity with the Conservation Authorities Act, RSO, 1990 Chapter 27, Regulation 17(1), the Chair of the Upper Thames River Conservation Authority has designated the 2017 Annual General Meeting to be held as follows:

DATE: TUESDAY, FEBRUARY 21, 2017

TIME: 9:30 A.M. – 12:30 P.M.

**LOCATION: WATERSHED CONSERVATION CENTRE
BOARDROOM**

AGENDA:	TIME
1. Approval of Agenda	9:30am
2. Declaration of Conflicts of Interest	
3. Confirmation of Payment as Required Through Statutory Obligations	
4. Minutes of the Previous Meeting - Tuesday, January 24, 2017	
5. Business Arising from the Previous Minutes	
6. Business for Approval	9:35am
(a) 2017 Draft Budget	
i) Delegation (20 minutes) - Perth South & St. Marys	
ii) Municipal Feedback (Report attached) (I.Wilcox)(Doc: #116668)(10 minutes)	
iii) Adoption of 2017 Proposed Budget and Municipal Levy (Report attached) (I.Wilcox) (Doc #116625)(10 minutes)	
iv) Adoption of 2017 Flood Control Capital Levy (10 minutes)	
(b) Investment Policy (Report attached)(C.Saracino) (Doc: FIN #417)(10 minutes)	
(c) Board Committee Role - Finance & Audit	

(Report attached)(I.Wilcox)(Doc: #116678)
(10 minutes)

- (d) 2017 Capital Water and Erosion Control Infrastructure (WECD) Projects (Report attached) (C.Tasker/R.Goldt) (Doc: FC # 954)(5 minutes)
- (e) Board of Directors Policy Handbook Updates (Report attached)(Doc: Admin # 1930) (I.Wilcox)(5 minutes)
- (f) 2016 Health and Safety Summary (Report attached)(C.Ramsey) (Doc: #116687)(5 minutes)

7. Business for Information 11:00am

- (a) For Your Information Report (February FYI attached)(I.Wilcox)

**The Authority Staff and Guests will be invited to join the meeting.
11:05am**

*******15 Minute Break*******

- 8. Other Business 11:20am
- 9. Welcome (10 minutes) 11:25am
- 10. Priority Subwatershed Presentation (10 minutes) 11:35am
(M.Funk/C.Merkley)
- 11. Presentation of Service Awards (10 minutes) 11:45am
- 12. Green Hair Spa Presentation (10 minutes) 11:55am
- 13. Cade Property Dedication Presentation (20 minutes) 12:05am
- 14. Chair and General Manager's Concluding Remarks 12:25am
- 15. Adjournment 12:30pm

LUNCH TO FOLLOW AT 12:45PM



Ian Wilcox, General Manager

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

I. Wilcox

A. Shivas

C. Tasker

B. Glasman

C. Harrington

S. Musclow

T. Hollingsworth

S. Dunlop

C. Saracino

B. Mackie

A. Shivas

P. Switzer

T. Annett

J. Howley

G. Inglis

K. Winfield

M. Snowsell

B. Verscheure

MINUTES
UTRCA 70TH ANNUAL GENERAL MEETING
TUESDAY, FEBRUARY 21, 2017

M.Blackie, Chair of the Upper Thames River Conservation Authority called the 70th Annual General Meeting to order at 9:30 a.m. in the Watershed Conservation Centre Boardroom. The following members and staff were in attendance.

Members Present:	M.Blackie	S.McCall-Hanlon
	M.Blosh	H.McDermid
	R.Chowen	A.Murray
	A.Hopkins	B.Petrie
	T.Jackson	M.Ryan
	S.Levin	J.Salter
	N.Manning	G.Way

Regrets: T.Birtch

Staff:	T.Annett	C.Saracino
	B.Glasman	M.Shifflett
	R.Goldt	A.Shivas
	C.Harrington	C.Tasker
	T.Hollingsworth	M.Viglianti
	S.McDonald	I.Wilcox
	C.Ramsey	K.Winfield

1. Approval of Agenda

The Chair requested the Agenda be approved as posted on the Members' Website.

G.Way moved – T.Jackson seconded:-

“RESOLVED that the UTRCA Board of Directors approve the agenda as posted”

CARRIED.

2. Declaration of Conflicts of Interest

The Chair inquired whether the members had any conflicts of interest to declare relating to the agenda. There were none.

3. Confirmation of Payment as Required Through Statutory Obligations

The Chair inquired whether the Authority has met its statutory obligations in the payment of the Accounts Payable. The members were advised the Authority has met its statutory obligations.

4. Minutes of the Previous Meeting
January 24, 2017

T.Jackson moved – S.McCall-Hanlon seconded:-

“RESOLVED that the UTRCA Board of Directors

approve the minutes of the Board of Directors' meeting dated January 24, 2017 as posted on the Members' Website."

CARRIED.

5. Business Arising from the Minutes

There was no business arising from the minutes to discuss.

6. Business for Approval

(a) 2017 Draft Budget

i) Delegation – Perth South & St. Marys

M.Blackie introduced Bob Wilhelm, Mayor of Perth South, and Brent Kittmer, CAO of St. Marys.

Bob Wilhelm introduced Councilor Cathy Barker from Perth South, and Rebecca Clothier, Treasurer of Perth South. Mayor Wilhelm expressed his appreciation for I.Wilcox's Budget presentation at their council meeting and thanked T. Jackson for his hard work in voicing their concerns as their representative on the UTRCA Board. Over a number of years they have sent letters, and even with T. Jackson speaking on their behalf they feel their concerns are not being heard. Mayor Wilhelm spoke to and elaborated on the letter that was circulated to the Board members. He stressed the financial strain their Municipality is under with no urban centre, a declining population, and huge reductions in grants from the Province. They are concerned that with the increasing UTRCA budget there are little or no improved services to Perth South. They encouraged the UTRCA to increase fees for services to pay for the new Environmental Planning position. He also mentioned the Glengowan Dam project and asked that this matter be closed and surplus farm land sold. He highlighted some of the difficult decisions Perth South has had to make in order to reduce costs. Mayor Wilhelm asked that the UTRCA reduce expenses and any addition to staff or increased services be paid for using a user pay model instead of increasing the Levy.

Mr. Kittmer, CAO of St. Marys, spoke to the letter from the Town of St. Marys that was circulated to the Board members. They are facing financial challenges due to a recent plant closure, and a number of uncontrollable increases to their budget, including the 2017 UTRCA Levy. He pointed out many of the small towns in the UTRCA Watershed are facing similar challenges with plant closures. He outlined the sacrifices and difficult budget decisions their Council has had to make. Given the current economic climate within the watershed, they do not feel the increase is responsible at this time. Mr. Kittmer encouraged the UTRCA to go back to the table and make reductions in non-core services, and requested that the UTRCA reconsider the draft budget.

M.Blackie thanked Mayor Wilhelm and Mr. Kittmer for their presentations.

ii) Municipal Feedback
(Report attached)

I.Wilcox spoke to his report and invited Members to share any feedback they had received from their Municipalities. T.Jackson received feedback from his Municipalities but will speak to these at the time of the Budget vote.

T.Jackson moved – B.Petrie seconded:-

“RESOLVED that the Board of Directors receive the report as presented.”

CARRIED.

iii) Adoption of 2017 Proposed Budget and Municipal Levy
(Report attached)

I.Wilcox explained the two motions outlined in his report and reminded the Board that the Budget vote and Flood Control Capital Levy vote are the only times that the weighted vote is used. They will both be a recorded vote.

T.Jackson expressed his concerns regarding the 2017 draft Budget. He recalled that to his knowledge this is the first time a Municipality has requested Delegation status to address the Board personally to request changes to the budget. The communities we represent are generally appreciative and satisfied with the staff and services the UTRCA provides but he felt that given the financial struggles Municipalities and their residents are currently faced with, the aggressive implementation of the Environmental Targets is being perceived as unreasonable. T.Jackson felt that more service based revenue opportunities should be taken instead of increasing the Levy. He felt that the Environmental Targets are premature considering the CA Act review results will be published soon, and is also concerned that any short comings in securing contract money for the Targets work will end in Municipalities paying for them. T.Jackson asked his fellow Board members to consider voting against the adoption of the 2017 Budget as presented so the Board can revisit it to make adjustments to the Targets funding only, with full support for the core services and base budget.

S.Levin thanked and complimented T.Jackson on his continued work in representing his Municipalities.

G.Way moved – M.Ryan seconded:-

“RESOLVED That the UTRCA Board of Directors approve the 2017 Draft Budget under Section 27 of the *Conservation Authorities Act* in the amount of \$16,596,185 and that staff be directed to circulate the Approved Budget to member municipalities as part of the required 30 day review period. Please note the levy component of the budget will be apportioned to member municipalities based on a general levy formula as developed by the Ontario Ministry of Natural Resources and Forestry using Current Value Assessment data from the Municipal Property Assessment Corporation.”

CARRIED.

Recorded Vote:

UTRCA Weighted Vote: 2017 Draft Operating Budget

Municipality	CVA Apportionment Percentage	Voting Weight	Number Of Members	Weight Per Member	For	Against	Absent
County of Oxford	16.3189	23.40	5	4.68	3	1	1
City of London	65.1945	50.00	4	12.50	4		
Lucan-Biddulph	0.2963	0.40	1	0.40	1		
Thames Centre	3.1404	4.50	1	4.50	1		
Middlesex Centre	2.2912	3.30	1	3.30	1		
Stratford	7.3625	10.60	1	10.60	1		
Perth East	1.2712	1.80	1	1.80		1	
West Perth	1.3139	1.90	1	1.90	1		
St. Marys	1.579	2.30	1	2.30		1	
Perth South	1.0356	1.50	1	1.50		1	
South Huron	0.1966	0.30	1	0.30		1	
Results			18		12 (84.74)	5 (10.58%)	1 (4.68%)

OF THE WEIGHTED VOTE IN ATTENDANCE

*Based on UTRCA share of assessment

Notes: Voting weight is capped at 50% for any municipality unless the number of its representatives exceeds 50% of the total number of municipal appointees. The voting weight of the remaining municipalities is increased proportionally.

The motion carries with 84.7% of the weighted vote supporting the recommendation, with one member absent.

iv) Adoption of 2017 Flood Control Capital Levy

T.Jackson moved – G.Way seconded:-

“RESOLVED that the UTRCA Board of Directors approve the 2017 Flood Control Capital Levy under Section 26 of the *Conservation Authorities Act* in the amount of \$1,301,311 to support the Authority’s 20 year Flood Control Capital Plan. Apportionment of this levy is based on Special Benefiting Percentages, by structure, as presented in the 2017 Draft Budget. It is noted this levy amount has been set based on cooperative discussions with participating municipalities and assumes that the majority of the works will receive a matching funding contribution through the provincial Water and Erosion Control Infrastructure Program (WECI).”

CARRIED.

Recorded Vote:
 UTRCA Weighted Vote: 2017 Flood Control Capital Levy

Municipality	CVA Apportionment Percentage	Voting Weight	Number Of Members	Weight Per Member	For	Against	Absent
County of Oxford	16.3189	23.40	5	4.68	4		1
City of London	65.1945	50.00	4	12.50	4		
Lucan-Biddulph	0.2963	0.40	1	0.40	1		
Thames Centre	3.1404	4.50	1	4.50	1		
Middlesex Centre	2.2912	3.30	1	3.30	1		
Stratford	7.3625	10.60	1	10.60	1		
Perth East	1.2712	1.80	1	1.80	1		
West Perth	1.3139	1.90	1	1.90	1		
St. Marys	1.579	2.30	1	2.30	1		
Perth South	1.0356	1.50	1	1.50	1		
South Huron	0.1966	0.30	1	0.30	1		
Results	100.00	100.00	18	43.2	17 (95.32%)	0	1 (4.68%)

OF THE WEIGHTED VOTE IN ATTENDANCE

*Based on UTRCA share of assessment

Notes: Voting weight is capped at 50% for any municipality unless the number of its representatives exceeds 50% of the total number of municipal appointees. The voting weight of the remaining municipalities is increased proportionally.

The motion carries with 95.32% of the weighted vote supporting the recommendation, with one member absent.

M.Ryan spoke to his concerns about the weighted vote distribution. He is uncomfortable that one Municipality holds half of the weighted vote. He has asked that staff explore possibilities to prevent one Municipality from having the ability to either pass or reject a budget. It was clarified that the weighted vote is only used for the budget vote, and the weighted vote formula is outlined in Conservation Authority Act regulations and we are required to follow it. I.Wilcox stated that there are other Conservation Authorities who face similar challenges in having one dominant Municipality. A report from staff would present information that provides further context and directions from Conservation Ontario to decide if a letter to the Province would be appropriate.

M.Ryan moved – A.Murray seconded:-

“RESOLVED that the UTRCA Board of Directors direct staff to make inquiries with Conservation Ontario and the Ministry of Natural Resources regarding the status of the weighted vote and possible options or changes.

CARRIED.

(b) Investment Policy
(Report attached)

The attached report was presented for the members' consideration.

C.Saracino spoke to her report, stating that this policy was created to give staff guidance to move ahead to create procedures and practices. The colour chart provided in the report is just a sample.

The group that will be looking at the long term investments will collect information by talking to bankers, investment advisors etc. to enable them to decide for themselves what a socially responsible investment would be. C.Saracino clarified that this is a brand new policy and it will be updated every third year.

There was discussion around the makeup of a potential Finance & Audit committee. Further discussions were deferred to item 6 (c).

S.Levin moved – G.Way seconded:-

“RESOLVED that the Board of Directors accept the recommendation as presented in the report.”

CARRIED.

(c) Board Committee Role – Finance & Audit
(Report attached)

The attached report was presented for the members' consideration.

It was clarified that the outcome of this decision will be reflected in the Board of Directors' Policy Handbook.

T.Jackson moved – H.McDermid seconded:-

“RESOLVED that the UTRCA Board of Directors accept the recommendation as presented in the report.”

DEFEATED.

B.Petrie moved – A.Hopkins seconded:-

“RESOLVED that the recommendation be amended to state the Chair must sit on the Finance & Audit Committee.”

CARRIED.

A.Hopkins moved – M.Ryan seconded:-

“RESOLVED that the recommendation be amended to state the committee will be made up of three to five members.”

CARRIED.

S.Levin moved – R.Chowen seconded:-

“RESOLVED that the Board of Directors form a separate Finance and Audit committee, with the responsibilities as described in the attached report. This new committee would be added to the Board of Directors’ Policy Handbook. It will consist of the Chair and two to four other members elected from the Board. The committee is proposed to be titled the Finance and Audit Committee.”

CARRIED.

The Finance and Audit Committee will be elected at the March 28th Board of Directors meeting.

- (d) 2017 Capital Water and Erosion Control Infrastructure (WECI) Projects
(Report attached)

H.McDermid moved – T.Jackson seconded:-

“RESOLVED that the 2017 Capital Water and Erosion Control Infrastructure Projects be approved as outlined in the attached report.”

CARRIED.

- (e) Board of Directors Policy Handbook Updates
(Report attached)

T.Jackson moved – H.McDermid seconded:-

“RESOLVED to amend the motion to include the addition of the Finance and Audit Committee in the Policy Handbook.”

CARRIED.

G. Way moved – M.Ryan seconded:-

“RESOLVED that the Board of Directors approve the Policy Handbook updates as outlined in the report and that the Handbook be further amended to include the Finance and Audit Committee.”

CARRIED.

I.Wilcox and M.Viglianti will update the Handbook.

- (f) 2016 Health and Safety Summary
(Report attached)

The attached report was presented for the members’ consideration.

S.Levin moved – A.Hopkins seconded:-

“RESOLVED that the 2016 Health and Safety Summary be approved as outlined in the attached report.”

CARRIED.

7. Business for Information
(a) For Your Information Report
(Report attached)

The report was presented for the members' information.

8. Other Business

There was no other business to discuss.

A. Hopkins left the meeting.
Staff and Guests joined the meeting.

9. Welcome

M.Blackie welcomed staff and guests to the 70th Annual General Meeting. He introduced Dave Marr and Rebecca Philips from TD Bank. M.Blackie announced to staff and guests that the 2017 Budget had been passed.

10. Priority Subwatershed Presentation

Mike Funk gave his presentation on the Priority Subwatershed project. The project will wrap up next year.

11. Presentation of Service Awards

The Chair and General Manager presented service awards to the following members and staff;
Ten Year Service Award – Denise Quick (absent), Mark Shifflett, Jason Belfry, Ryan Mullin, Tony Jackson, Murray Blackie & Hugh McDermid
Fifteen Year Service Award – Matt McCutcheon, Brandon Williamson, Tara Tchir, Cari Ramsey, Eric Stockman & Roy Ready
Thirty Year Service Award – John Enright

12. Green Hair Spa Presentation

M.Blackie and K. Pugh introduced Jessika Guy, owner of the Green Hair Spa.
M.Blackie presented Jessika Guy with a token of thanks from the UTRCA for her significant contributions to the Tree Planting program and continued commitment to environmentally conscious business practices.

13. Cade Property Dedication Presentation

M.Blackie introduced Barnby Cade and his family. C.Merkly highlighted the many projects that the UTRCA and Mr. Cade have worked on on his property over the years.
M.Blackie presented Barnby Cade with a token of thanks from the UTRCA for his very generous donation of land. The family were presented with plaques dedicating the property "The Cade Tract".

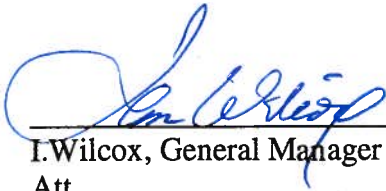
14. Chair and General Manager's Concluding Comments

M.Blackie thanked the staff involved in organizing the Annual General Meeting. In the spring trees will be planted in memory of Murray McIntosh and in honour of the four Board members who left the UTRCA in 2016.

15. Adjournment

There being no further business to bring forward M.Ryan moved to adjourn the meeting at 12:22 p.m.

The members, staff, and guests participated in a luncheon.



I. Wilcox, General Manager
Att,

M.Blackie, Authority Chair

To: UTRCA Board of Directors
From: Ian Wilcox, General Manager
Date: February 7, 2017
Subject: 2017 Draft Budget: Municipal Feedback

Agenda #: 6 (a) ii
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The 2017 Draft Budget was circulated to all member municipalities in December 2016 with a request for comments. Budget presentations were also offered with nine municipalities inviting the UTRCA as a delegation at Council. Written comments were provided by two municipalities (see attached) however the majority of comments were received verbally during municipal presentations. The attached table summarizes comments and questions received as of February 10.

Municipal Delegation at AGM

While the majority of municipalities have been supportive of the 2017 budget request, albeit with some reservations, two municipalities have requested delegation status at the AGM to express their concerns directly to the Board. Representative from the Municipality of Perth South and the Town of St. Marys are scheduled to attend the AGM and will be given time on the agenda to present.

Prepared by:



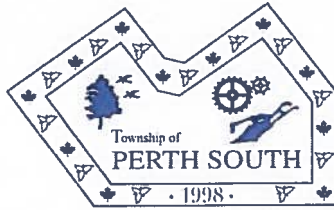
Ian Wilcox

**UTRCA 2017 Draft Budget
Municipal Feedback
Updated February 9, 2017**

Note: This summary is based on staff's interpretation of questions and comments during municipal presentations and/ or correspondence with each member municipality. Board members may have received comments directly from their municipality and they are encouraged to share that information with their Board colleagues and staff.

Municipality	Comments and Questions	Position
City of London	<ul style="list-style-type: none"> - Cautious support for 2017 - Levy increase has been approved along with City Budget - Many, many questions regarding all aspects of UTRCA business- not necessarily related to the 2017 Draft Budget 	Supportive
County of Oxford	<ul style="list-style-type: none"> - Levy increase has been approved along with County Budget - Request to consider sale of appropriate surplus lands to private interests so they can serve as natural heritage stewards. - Request for greater pre-consultation with County during budget development. 	Supportive
Perth South	<ul style="list-style-type: none"> - Strongly object to increase. - Declining municipal revenue resulting in no capacity to pay increase. - UTRCA is suggested to be pursuing growth at a time that is not affordable. - No direct challenge of initiatives but simply stated that any new levy increases are unacceptable. - A letter has been received (attached) and a delegation is scheduled to appear at the AGM. 	Object
Perth East	<ul style="list-style-type: none"> - Questions related to drainage and some unease with our plan review function (one councilor not supportive of permits/role for drainage works, therefore they question need for capacity increase). - Suggestion by one councilor that the need for additional staff related to Environmental Planning and Regulation service is possibly a result of UTRCA requiring more review/involvement than in the past, commented that reports are circulated but no feedback is provided by UTRCA. - With regards to UTRCA Targets, the line item for \$700,000 towards Clean Water Program funding was highlighted as possibly the "only" contribution to work "on the ground." - Asked if any levy is directed to campground operations. - Inquired as to the status of Conservation Authority Act Review being undertaken by the province. - Presentation was received by Council as the first item at their first budget development meeting. 	Unknown
Stratford	<ul style="list-style-type: none"> - Have indicated no presentation is needed and the Draft Budget has been received by Council. 	Assumed Support
Middlesex Centre	<ul style="list-style-type: none"> - Have indicated no presentation is needed and the Municipal Budget has been approved. 	Assumed Support
St. Marys	<ul style="list-style-type: none"> - Presentation Scheduled for February 16th. 	

Thames Centre	<ul style="list-style-type: none"> - Majority of questions from one councillor: <ul style="list-style-type: none"> o Why using reserves? Not fiscally responsible. o Water quality and Phosphorus- UTRCA needs to target urban areas too. o Need to get back to core programs rather than nice to haves. Municipalities shouldn't be paying for nice to haves like conservation areas (explained that wasn't the case). o Reduced transfer payment is province saying stick to core programs.)Responded core programs are whatever the Board of Directors approves as important locally.) - Three councillors expressed appreciation and support for programs and services noting they could not be provided by the municipality for such low cost. - Noted planning service has improved greatly in past two years and UTRCA support for local natural areas is much appreciated e.g., Mill Pond. - Motion to provide a letter to the Board pressing for fiscal responsibility (cost of living) was defeated. 	<p>- Council supportive of services with strong financial concerns expressed by one councillor</p>
Lucan Biddulph	<ul style="list-style-type: none"> - Several questions, several unrelated to budget: - What's the cause of the phosphorus problem? Rural? - Suggest user fees should be higher and levy lower- reverse the ratio - What happens if London objects to the budget? - Praise for staff at Wildwood - Will new flood lines be just for developed areas or everywhere? - Will the municipality be consulted or participate in the development of new flood lines? 	<p>Assumed Support</p>
West Perth	<ul style="list-style-type: none"> - Question regarding Mitchell Dam's status as a flood control structure (it's not). - Question regarding why UTRCA must permit drainage works. - No concerns expressed regarding the 2017 Draft Budget. 	<p>Supportive</p>
Individual Oxford Municipalities	<ul style="list-style-type: none"> - Will be scheduled following the AGM (Budget is approved at County level). 	
South Huron	<ul style="list-style-type: none"> - No response. 	



Corporation of the Township of Perth South

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February 6, 2017

Board of Directors
Upper Thames River Conservation Area
1424 Clarke Road
London, ON N5V 5B9

Re: 2017 Budget Comments

At the January 10, 2017 Perth South Council meeting, Ian Wilcox, General Manager/Secretary-Treasurer, appeared as a delegation to present the draft 2017 Budget for Upper Thames River Conservation Area (UTRCA). Our municipal representative Tony Jackson was also in attendance. At that meeting Council had a lengthy conversation with Ian Wilcox in regards to details contained in the budget. This letter is intended to share the comments and concerns raised by Perth South Council with the UTRCA Board of Directors.

Perth South is a rural municipality with a population of less than 4,000 located in the southern portion of Perth County. The Township is primarily agricultural farmland with no urban area. Like many municipalities, Perth South faces a number of financial challenges that includes declining population, little growth, and a limited ability to generate additional revenues. However, the biggest challenge has been the reduction in the Ontario Municipal Partnership Fund (OMPF) grant allocations.

The OMPF is the Province's main grant program which provides municipalities with unconditional grant funding. In 2012 the grant program was redesigned and as a result Perth South has experienced significant reductions in grant funding. Since 2012 Perth South's OMPF grant has been reduced by \$1,178,600, an amount equal to \$738.47 per household. There has been no additional funding or revenue streams to offset the grant reduction. These grant reductions will continue in the future and will result in an additional \$1 million dollar reduction. While actual increase proposed by UTRCA is not large is not large, it is in the context of our budget as a 1% levy increase is approximately \$30,000.

Given the financial pressures we are faced with, we are left to determine what services we are going to cut in order to afford the additional services proposed by the UTRCA Board. Are the UTRCA increases so important that they warrant service reduction levels in other Perth South municipal services?

Some of the additional concerns discussed at the meeting were as follows:

- Significant increases beginning in 2017 and continuing in future years. Is the conservation authority trying to do too much in light of the financial pressures faced by municipalities? UTRCA staff may be too aggressive given the financial constraints of municipalities. How does UTRCA ensure that they are spending within their means? Perth South is constantly forced to look at service cuts as a result of reduced grant funding and lack of growth to support new services. Does UTRCA follow the same program and funding review process? In these times of financial constraint it is recommended that UTRCA do an in depth review of current programs to assess viability before adding further programs and staffing to future budgets.
- Recognition that the phosphorus problem in the Thames River is not just caused by agricultural activities. The use of fertilizers in towns and cities along with sewage by-passes are a significant contribution to the problem and efforts should be made to address this issue, and not just with the agricultural landowners.
- The Glengowan dam project has been an outstanding project for a number of years. Investments have been made in the purchase of lands for this project, and given that this project appears to be no longer viable Perth South Council would strongly recommend that the Board close off this file and dispose of any surplus lands.
- Information provided in the budget indicates that there has been an increase in the volume of applications related to environmental planning and regulation activities. As a result of these increases delays have been experienced, and some municipalities have lobbied the Board to address these delays. UTRCA staff has indicated that two additional staff members are required to address these delays. As a result, the budget currently includes the cost of two new staff members, one funded through government contract funding and the other funded through the general levy. Since not all member municipalities have experienced the same increases, those who have, should be the ones paying the additional cost of the new staff person. Is this an opportunity for UTRCA to review and potentially implement a more robust fee for service model for these additional service requirements?

In addition, there is concern that with one position through grant funding, future budgets will further increase when funding is eliminated. While it is commendable that grant funding is utilized for various initiations of various programs in initiatives, there is concern regarding the financial impact when the grant funding has ended. Just because there is a grant available doesn't mean it needs to be utilized.

- Municipal allocation – Our farmland values have increased significantly while our population continues to decrease.
- As a municipality we understand the difficulty in funding legislated responsibilities, but we do so within our spending limits. Please understand that the municipalities in the UTRCA watershed are quite different and the financial ability of larger municipalities may vary greatly from the smaller ones. Just because you have authority to do something doesn't mean that you should do it or that you have to do it.

We would like to thank Ian for his attendance at the Council meeting to present the 2017 budget and listen to the concerns raised by our council. We also wish to express our thanks and appreciation to our municipal representative, Tony Jackson, for his continued service and efforts on our behalf. We understand the difficulty of balancing needs over financial capability and appreciate the UTRCA's Board of Directors consideration and review of concerns reviewed above.

Regards,



Mayor Robert Wilhelm

Cc: UTRCA Municipal Members (City of London, Municipality of Middlesex Centre, Municipality of Thames Centre, Township of Lucan-Biddulph, Township of Perth East, Town of St. Marys, Municipality of South Huron, City of Stratford, Municipality of West Perth, Township of Blandford-Blenheim, Township of East Zorra-Tavistock, Town of Ingersoll, Township of Norwich, Township of South-West Oxford, City of Woodstock, Township of Zorra)

Tony Jackson, UTRCA Board Representative



Township of Perth East

P.O. Box 455, 25 Mill Street
Milverton, Ontario N0K 1M0

Phone- (519) 595-2800

Fax- (519) 595-2801

Theresa Campbell, CMO, Dipl.M.M.
Municipal Clerk

email – tcampbell@pertheast.ca

January 20, 2017

Ian Wilcox
General Manager/Secretary Treasurer
Upper Thames River Conservation Authority (UTRCA)
1424 Clarke Rd,
London, ON N5V 5B9

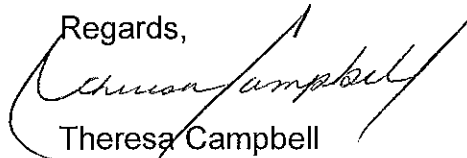
At their meeting held on January 17th, 2017 the Perth East Budget Advisory Committee (BAC) endorsed the following resolution;

THAT the Perth East Budget Advisory Committee (BAC) direct staff to provide comments to the UTRCA recommending that;

- 1) The Township of Perth East is satisfied with the current service levels and response times from the UTRCA
- 2) If increased staff levels are desired or required for larger developments and projects in other municipalities, the costs for those increased service levels should be born by those requesting the service, not by those who are satisfied with the current service levels.
- 3) Development review fees should be charged in a fair manner based on project scale and complexity based on factors such as lot area, number of dwelling units, surface area of proposed developments, etc.

Should you have any questions please contact Glenn Schwendinger, CAO at 519-595-2800 ext. 234.

Regards,



Theresa Campbell
Municipal Clerk

cc. G. Schwendinger, CAO

To: UTRCA Board of Directors
From: Ian Wilcox, General Manager
Date: February 1, 2017
Subject: 2017 Budget Approval

Agenda #: 6 (a) iii)

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Recommendations:

1. That the UTRCA Board of Directors approve the 2017 Draft Budget under Section 27 of the *Conservation Authorities Act* in the amount of \$16,596,185 and that staff be directed to circulate the Approved Budget to member municipalities as part of the required 30 day review period. Please note the levy component of the budget will be apportioned to member municipalities based on a general levy formula as developed by the Ontario Ministry of Natural Resources and Forestry using Current Value Assessment data from the Municipal Property Assessment Corporation.
2. That the UTRCA Board of Directors approve the 2017 Flood Control Capital Levy under Section 26 of the *Conservation Authorities Act* in the amount of \$1,301,311 to support the Authority's 20 year Flood Control Capital Plan. Apportionment of this levy is based on Special Benefiting Percentages, by structure, as presented in the 2017 Draft Budget. It is noted this levy amount has been set based on cooperative discussions with participating municipalities and assumes that the majority of the works will receive a matching funding contribution through the provincial Water and Erosion Control Infrastructure Program (WECI).

Background

Attached please find a copy of the Upper Thames River Conservation Authority's 2017 Draft Budget. The total forecast budget is estimated at \$17,897,496 (sum of recommendations 1. and 2. above). The Draft Budget was circulated to member municipalities in December 2016. A total of nine budget presentations were provided to municipal councils to date. A summary of municipal feedback regarding the draft budget is provided as a separate report in this agenda package.

Voting Procedure

All Conservation Authority budgets are subject to a weighted vote according to the relative value of property assessment in the municipality. Fundamentally, this means those who pay more, have more influence on the budget. Members representing more than one municipality will have multiple votes. The following table provides the relative weighting for the 2017 budget vote.

A budget will be approved if greater than 50% of the weighted vote of those members in attendance is cast in favour of the budget. Please note that if a member is unable to attend the Annual General Meeting, they are not able to vote by proxy and their vote is lost. (Attendance and voting by teleconference is acceptable). If a member is absent, each remaining member's weighting remains the same but a new 50% value is calculated based on only those members in attendance.

Municipality	2017 Voting Weight (%)
London	50 (12.5% per member)
Oxford County	23.4 (4.68% per member)
Stratford	10.6
Thames Centre	4.5
Middlesex Centre	3.3
St. Marys	2.3
West Perth	1.9
Perth East	1.8
Perth South	1.5
Lucan/ Biddulph	0.4
South Huron	0.3

Budget approval is a recorded vote. Each municipality will be announced in turn and the representative of that municipality will be asked to either support or oppose the budget. Those members representing more than one municipality will have to vote separately for each municipality.

Please note two recorded votes will be conducted for approval of the 2017 Draft Budget. The first will be for approval of the Budget under Section 27 of the *Conservation Authorities Act* (Recommendation 1.), the second for the Flood Control Capital Levy under Section 26 of the *Conservation Authorities Act* (Recommendation 2.).

Should you have questions regarding the draft budget or the voting procedure in advance of the AGM, please contact Ian Wilcox directly at (519) 451-2800 ext. 259 or Christine Saracino at ext. 232.

Prepared and Recommended by:

Ian Wilcox

Christine Saracino

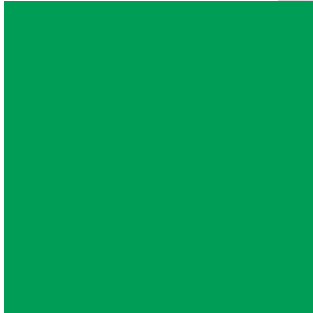
2017

DRAFT BUDGET

December 2016

UPPER THAMES RIVER

CONSERVATION AUTHORITY



"Inspiring a Healthy Environment"

1424 Clarke Road, London, Ontario N5V 5B9
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The Upper Thames River Conservation Authority (UTRCA) 2017 Draft Budget is forecast at \$17,897,496. Several significant changes are reflected in this draft budget:

1. The UTRCA is modernizing its financial management system, resulting in much more accurate and comprehensive budgeting and reporting;
2. Significant senior government contract funding opportunities related to flood control and water quality have been secured for 2017;
3. Additional planning and regulations staff capacity has been included to meet service levels demanded by member municipalities;
4. Year one of a four year funding phase-in has been included for the UTRCA's new Environmental Targets Strategic Plan; and
5. A wage adjustment consistent with inflation has been incorporated.

Revenue sources supporting the draft budget are summarized in Table 1.

Table 1. 2017 Draft Budget Statistics

	Amount	% of Budget
Total Budget	\$17,897,496	
Revenue by Source		
Provincial Transfer Payment	\$354,128	2.0%
Municipal Levy	\$6,077,677	34.0%
Contracts	\$5,780,566	32.3%
User Fees	\$5,000,173	27.9%
Other	\$684,952	3.8%

Note that the Provincial Transfer Payment, which is restricted to flood control only, has been fixed at the same exact dollar amount for 20 years with no adjustment for inflation or consideration of program needs. Conservation Authorities continue to lobby the province to review funding levels.

Contract Funding Opportunities

Unique contract funding opportunities have presented themselves in 2017. Examples include the National Disaster Mitigation Program (NDMP) with significant program and capital funding to better manage flood risks in the watershed, as well as federal and provincial funding to reduce phosphorus loadings to Lake Erie. In most cases, this contract funding supports implementation of the UTRCA's Environmental Targets Strategic Plan (see below) but requires a matching local investment. In total, the UTRCA has secured \$2.338 million in contract funding for 2017 (all approved, assuming municipal funding levels are approved as presented in the draft budget), and has applied for an additional \$2.521 million in contract funding. The next few years offer unique and significant funding opportunities that directly support the work of the Strategic Plan.

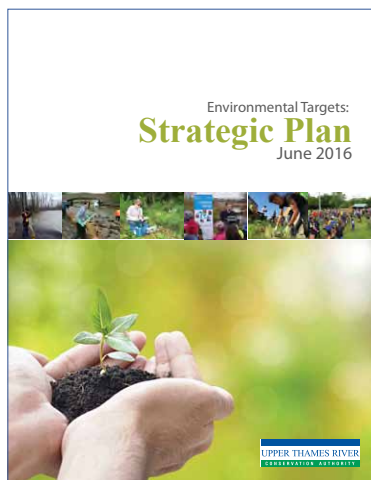
Environmental Planning & Regulations Service Level Improvements

Several member municipalities have requested improved planning and regulations service levels. Staffing levels have not changed since 2008 but the work volume has increased dramatically (Table 2).

Table 2. Environmental Planning & Regulations Activities

Year	Section 28 Permit Applications	Section 28 Violations	Environmental Assessments	Planning Act Circulations
2011	135	9	24	565
2012	140	13	43	522
2013	150	3	48	630
2014	158	6	38	576
2015	208	5	57	658
2016 (projected)	225	24	65	680

Two new staff positions are included in the 2017 Draft Budget, with one funded through the municipal levy and the other through senior government contract funding.



Environmental Targets Strategic Plan

The Board of Directors approved a new Environmental Targets Strategic Plan in June 2016. The Environmental Targets Strategic Plan proposes the most significant programming change in the UTRCA's nearly 70 year history. These Targets are designed to advance achievement of the UTRCA's Ends:

1. Protecting people and their property from flooding and erosion,
2. Protecting and improving water quality,
3. Managing and expanding natural areas and,
4. Providing outdoor recreation/education opportunities.

Monitoring data has clearly shown that progress in achieving these Ends has plateaued during the past 20 years. That is not to suggest our efforts have been ineffective. In fact, maintaining these measures as status quo, in light of increasing stressors such as development, population growth, climate change and invasive species, is a form of success. However, the UTRCA has a responsibility to do more than simply "maintain." The Environmental Targets represent an organizational commitment to achieve measurable improvements in our watershed's health. This in turn supports economic development, human health, and makes the watershed more attractive and resilient.

The Environmental Targets are aggressive but realistic. The UTRCA has the tools, experience, expertise and relationships to achieve these Targets. Funding needed to support this work is also significant; however, given partner support and a phased approach to implementation, the plan proposed is practical and achievable.

In total, \$256,676 in levy funding has been included in this first year of the proposed four year funding phase-in to support flood control modelling updates and background surveys regarding the use of UTRCA public lands. Note that significant additional contract revenue has also been secured for 2017 (\$2.338 million) to support the plan's implementation.

Wage Adjustment

A 1.7% inflationary increase has been applied to the salary grid for 2017.

Further details including program descriptions, expenditures and revenues are enclosed. This draft budget is being circulated to all member municipalities for comment and a final budget will be considered for approval by the Board of Directors at their February 2017 Annual General Meeting.



- 1 -

Flood & Erosion Hazard Protection

Program Examples

- Operation and maintenance of dams and dykes
- Floodplain and hazard regulations
- Flood forecasting and warning
- Plan review
- River Safety education program
- Fanshawe Dam education program

- 1 - Flood & Erosion Hazard Protection

Flood / Water & Erosion Control

(Water & Information Management budget)



What we do:

- Reduce the risk of property damage and loss of lives due to flooding by providing flood forecasting, control and warning programs
- Operate and maintain water control structures to control flood flows and augment stream flow during dry periods
- Operate and maintain recreational water control structures on behalf of municipalities

Examples:

- Providing and maintaining flood situation emergency plans and a flood warning system
- Continually monitoring stream flow, reservoirs and watershed conditions, and forecasting floods
- Collecting and maintaining flood damage information and historical flooding data
- Maintaining and expanding stream gauge network in order to improve stream flow, climatic and water quality monitoring
- Improving and calibrating flood forecasting models
- Coordinating, maintaining, and improving stream flow through flow augmentation reservoirs
- Coordinating the upper Thames River watershed's Low Water Response Team, which is planning for drought response to meet the needs of watershed residents and business, while protecting natural systems and human health
- Operating, inspecting, and maintaining flood control dams, dyke systems and channels, and erosion control structures, constructed in partnership with municipalities
- Operating, inspecting, and maintaining medium sized municipal recreation dams and Conservation Area dams
- Undertaking major maintenance projects on water and erosion control structures, such as initiating major maintenance on dykes, and assessing municipal erosion control works
- Undertaking dam safety studies, and improving public safety around dams
- Updating operation and maintenance manuals
- Securing capital maintenance funding for water and erosion control infrastructure
- Providing technical expertise to identify natural hazards (such as floodplains and steep slopes) with the goal of protecting people and property from these natural hazards
- Providing, interpreting and maintaining floodplain mapping
- Updating hazard modelling and mapping in support of Environmental Planning & Regulations unit
- Securing senior government funding support for flood hazard mitigation

Why:

- Reduce property damage, injury and loss of life
- Comply with legislative requirements and guidelines at the local level
- Maintain public investment in infrastructure to prevent catastrophic loss
- Improve water quality and stream flow
- Key component of a comprehensive floodplain management program
- Provide park land and recreational opportunities

Who benefits/ participates:

- Municipalities
- Watershed residents and businesses potentially affected by flooding or drought
- Conservation area users
- Province (through reduced flood damages)

- 1 - Flood & Erosion Hazard Protection

Environmental Planning & Regulations (Environmental Planning & Regulations budget)



What we do:

- Provide land use planning advisory services to identify natural hazard, natural heritage, development servicing, water quality, and natural resource planning concerns
- Assist municipalities with fulfilling their Planning Act responsibilities by identifying natural hazard areas and natural heritage features and providing policy support
- Provide technical peer review services
- Administer the Conservation Authorities Act approval process
- Provide inquiry services (legal, real estate, general information)
- Provide municipalities with access to policy and technical experts in various disciplines including hydrology, hydrogeology, ecology and fisheries, bioengineering, stream morphology and land use planning

Examples:

- Providing comments to assist municipalities with processing Official Plan and Zoning By-Law Amendments, severances, variances and plans of subdivision
- Answering questions from the public on the environmental aspects of land use planning
- Responding to property inquiries (legal, real estate, and general information)
- Coordinating subwatershed plan implementation recommendations for area municipalities, including organizing public involvement, updating state of the watershed information, and reporting to stakeholders
- Providing resource mapping as well as technical reviews and clearances
- Administering approvals and investigating violations related to regulations made pursuant to the Conservation Authorities Act
- Providing screening and mitigation level reviews related to the Federal Fisheries Act
- Liaising between municipalities and other government agencies

Why:

- Reduce the risk to life and property from natural hazards such as flooding and unstable slopes
- Promote the maintenance and enhancement of natural heritage areas such as woodlands, wetlands and threatened species
- Protect and promote the wise use of groundwater resources
- Complement other UTRCA mission centres such as Water & Information Management, Watershed Planning, Research & Monitoring, and Conservation Services
- Comply with legislative requirements

Who benefits/ participates:

- Municipal decision makers (planning committee, committee of adjustment and council)
- General public
- Ratepayers associations and other special interest groups
- Landowners, developers, private planning and engineering consultants, lawyers, real estate agents
- Municipal planners, building officials, engineers, parks and recreation services staff
- Provincial ministries, Ontario Municipal Board, Mining and Lands Commissioner
- Academic community



- 2 -

Water Quality Protection & Improvement

Program Examples

- Clean Water Program
- Drinking Water Source Protection Planning
- Provincial Water Quality Monitoring Network
- Provincial Groundwater Monitoring Network
- Benthic monitoring program
- Thames River Clear Water Revival
- Watershed Report Cards
- Watershed Report Card education program
- Developing and implementing community-based watershed strategies
- Environmental education programs for 20,000 students annually at Fanshawe and Wildwood Conservation Areas
- Children's Water Festival

Environmental Monitoring

(Watershed Research, Planning & Monitoring budget)

What we do:

- Provide watershed scale environmental monitoring to understand current health and emerging trends, as a basis for setting environmental management priorities and tracking progress on environmental targets

Examples:

- Working in partnership with the Ontario Ministry of the Environment & Climate Change (MOECC) and municipal Health Units to collect and analyze surface water samples at 24 sites as part of the Provincial Water Quality Monitoring Network (PWQMN)
- Conducting enhanced surface water quality monitoring at a selection of PWQMN sites and at additional sites to help assess best management practices associated with nutrient management planning
- Working in partnership with the MOECC to collect and analyze groundwater samples at 24 sites as part of the Provincial Groundwater Monitoring Information System
- Working in partnership with member municipalities undertake detailed local water quality studies to better understand local water quality issues identified in Watershed Report Cards
- Compiling water quality and aquatic community health data in a comprehensive and standardized time series database that is integrated with water quantity, web enabled and available to watershed partners
- Monitoring aquatic community health including benthic invertebrates at approximately 100 sites annually and fisheries as an indicator of environmental health
- Monitoring aquatic species at risk, including fish, reptiles and freshwater mussels, to identify priority areas for implementation of best management practices and stewardship aimed at improving habitat
- Continuing a monitoring program in Wildwood, Pittock and Fanshawe Reservoirs for parameters such as dissolved oxygen, to ensure operations of the structures do not negatively impact water quality
- Ongoing work to maintain, analyze and report all monitoring data and trends

Why:

- Changes in environmental health must be monitored and understood to help guide the conservation authority, municipalities, government agencies and community groups in implementing restoration and rededication programs
- Monitoring can detect problems before serious damage occurs and result in considerable cost saving and improved environmental health in the watershed

Who benefits/ participates:

- Watershed residents
- Municipalities
- Agencies
- Schools, universities



- 2 - Water Quality Protection & Improvement

Watershed Planning

(Watershed Research, Planning & Monitoring budget)



What we do:

- Develop and maintain watershed, subwatershed and property specific management plans in cooperation with government agencies, municipalities and community groups

Examples:

- Supporting the development of natural heritage targets for the watershed and participating in property assessment and acquisition projects in partnership with other UTRCA units in order to characterize, protect and rehabilitate natural features and systems
- Participating in the ongoing development of recovery strategies and implementation plans for aquatic and terrestrial species at risk
- Developing and maintaining Geographic Information System (GIS) databases, performing spatial analysis and producing mapping and GIS tools to support watershed planning initiatives, assist in property management and support regulatory activities
- Developing and maintaining Internet-based GIS mapping tools to support UTRCA staff
- Developing land management plans for UTRCA properties, such as Glengowan area lands, in partnership with the Conservation Areas and Lands & Facilities units
- Presenting findings on environmental conditions in the watershed's 28 subwatersheds through watershed report cards
- Providing technical support and review for applications related to planning advisory services for the Environmental Planning & Regulations unit
- Facilitating the development of an updated Water Management Plan for the Thames River watershed that serves to refine water management objectives, in collaboration with a broad group of stakeholders

Why:

- Solving environmental problems and implementing plans to improve watershed health requires a broad geographic perspective and knowledge of current resources, research and implementation practices
- Private landowners ultimately manage the majority of lands and, therefore, need to help determine the future of these properties; we provide the forum for the community to work collectively toward a common vision for the watershed

Who benefits/ participates:

- Watershed residents
- Community groups
- Municipalities
- Agencies

- 2 - Water Quality Protection & Improvement

Research

(Watershed Research, Planning & Monitoring budget)

What we do:

- Implement research studies to fill resource information gaps and develop innovative methods of protecting and enhancing watershed resources

**Examples:**

- Developing an assessment of water quality in the Thames River watershed based on analysis of existing data, modeling and long term trends
- Studying threatened and endangered wildlife species and their habitat requirements (such as the spiny softshell turtle, queen snake, black redhorse fish and freshwater mussels) that are indicators of watershed health
- Participating in multi-agency research projects, such as Conservation Ontario's Provincial Information Technology Forum, Conservation Authorities Aquatics Group, Lake St. Clair Management Plan, Lake Erie Lakewide Action & Management Plan, and Low Water Response Groundwater Indicators Study
- Providing technical lead in the development of natural heritage studies and models for determining natural heritage system significance (such as the Oxford and Perth County Natural Heritage Studies)

Why:

- New information and solutions are required for existing environmental problems to ensure we can live in healthy communities
- Provide clean water for community use and for the enjoyment of future generations
- Decrease the health risk to humans and animals
- Improve habitat for fish and wildlife

Who benefits/ participates:

- Private landowners, the local community and municipal partners
- Industry gains new technology and products
- Individuals and agencies share new ideas and expertise
- Landowners, community groups and municipalities benefit from funding that they could not access on their own

Soil Conservation

(Soil Conservation budget)

What we do:

- Address soil and water quality concerns by providing comprehensive in-field and in-stream conservation planning services

Examples:

- Working under the auspices of the Ontario Soil & Crop Improvement Association to deliver the Priority Subwatershed Project within the Upper Medway Creek and North Kettle Creek watersheds
- Managing demonstration and research efforts, including: controlled drainage, phosphorus removal from streams through naturalization, engineered vegetated filter strips, biofilters and surface inlet effectiveness, with the Ontario Ministries of Agriculture, Food and Rural Affairs (OMAFRA) and Environment and Climate Change (MOECC), along with Agriculture and Agri-Food Canada and the Universities of Guelph, Waterloo and Windsor
- Helping to create and deliver the Great Lakes Agricultural Stewardship Initiative outreach program along with the Ontario Soil & Crop Improvement Association
- Working with landowners to carry out the Thames River Ecosystem Stewardship Initiative in the Fish Creek watershed, to protect endangered mussels and restore their habitat
- Continuing with monitoring of several demonstration projects implemented through the MOECC's Showcasing Water Innovation program, including on-farm stormwater management, the use of slag filters for phosphorus removal in barnyard and silage leachate runoff, wetland restoration, and sub irrigation/ drainage projects
- Working with local communities and agency funders to improve the overall watershed health of the Avon River, as well as Cedar, Halls and Stoney Creeks
- Focusing efforts to restore natural stream flow and structure in Medway Creek in order to improve the aquatic health of the stream
- Initiating a Dingman Creek Stewardship Project
- Working with the community to implement a Low Impact Development (LID) program across the watershed
- Working with OMAFRA on the Soil Health Project to determine the state of agricultural soils in Ontario and demonstrate methods for improvement
- Implementing practical, cost-effective alternatives for landowners and other agency staff with water quality concerns, such as bioengineering to control streambank erosion and slope instability, natural channel design in disturbed watercourses and drainage systems, and constructed wetlands to treat industrial, septic and agricultural wastewater



Why:

- Reduce watercourse pollution and maintenance costs by keeping soil on the land
- Stabilize streams experiencing pressure from surrounding land uses
- Improve water quality and habitat for fish and wildlife
- Reestablish natural aquatic linkages
- Protect topsoil for agriculture

Who benefits/ participates:

- Groups and individuals in the participating communities
- Private landowners and the local community can sustain crop yields, avoid costly drain maintenance and keep local water resources clean
- Local contractors carry out much of the work
- Industry gains new technology and products
- Agencies and individuals share new ideas and expertise

- 2 - Water Quality Protection & Improvement

Clean Water Program

(Soil Conservation budget)



What we do:

- Provide technical assistance and financial incentives to rural landowners for implementing measures that improve surface water and groundwater quality and contribute to sustainable agriculture operations. CWP is funded by the Counties of Oxford, Middlesex and Perth, the Town of St. Marys and the Cities of Stratford and London. Additional funding is provided by Environment Canada's Habitat Stewardship Program. The program is delivered by the Ausable Bayfield, Catfish Creek, Grand River, Kettle Creek, Long Point Region, Maitland Valley, St. Clair Region, and Upper Thames River Conservation Authorities.
- Provide technical delivery of Agriculture & Agri-Food Canada's Greencover Program
- Deliver the Ontario Drinking Water Stewardship Program to eligible landowners throughout the Thames-Sydenham and Region Source Protection Region

Examples:

- Eligible projects include the following:
 - milkhouse washwater disposal
 - clean water diversion
 - livestock access restriction to watercourses
 - nutrient management plans
 - wellhead protection
 - decommissioning unused wells
 - fertilizer, chemical and fuel storage or handling
 - septic systems
 - erosion control structures
 - fragile land retirement
 - woodlot and wetland enhancement

Why:

- To address locally identified priority water quality impairment issues
- To maintain working relationships between various municipalities, local farm groups, government agencies and interested groups or associations that have a direct stake in the issue of agriculture, water quality and future health of our watersheds
- To protect municipal drinking water sources

Who benefits/ participates:

- Landowners within the Counties of Oxford, Perth and Middlesex, the Cities of Stratford and London and the Town of St. Marys
- Municipalities, by joining together, enjoy environmental programs and services that would otherwise be too costly for individual municipalities
- Everyone benefits from improved environmental health

Source Water Protection

(Environmental Planning & Regulations budget)



What we do:

- Work with our partners to develop and implement a Source Protection Plan that will:
 - protect human health, and
 - protect present and future municipal drinking water sources (quality and quantity)
- The Upper Thames River, Lower Thames Valley, and St. Clair Region Conservation Authorities are working together in a partnership with the Province and our member municipalities
- The UTRCA, as the lead CA, is responsible for the overall project administration

Examples:

- Prepare for role in implementation
- Support municipalities in the implementation of the Source Protection Plan
- Provide education and outreach related to the Source Protection Plan
- Monitor and report on implementation progress
- Support the Source Protection Committee
- Ensure transparent, multi-stakeholder involvement
- Provide technical information and resources
- Integrate drinking water source protection into other program areas
- Update technical information in Assessment Reports
- Develop a water budget
- Manage and maintain data

Why:

- The Walkerton Inquiry recommended a multi-barrier approach to protecting drinking water, with drinking water source protection as the first barrier
- Protecting our surface water and groundwater from becoming contaminated or overused will ensure that we have a sufficient supply of clean, safe drinking water now and for the future
- Clean and sustainable drinking water sources are critical to healthy and economically sustainable communities
- Protecting drinking water sources is more cost-effective than remediating water quantity and/or quality, if remediation is even possible
- Required by the Clean Water Act

Who benefits/ participates:

- Province
- Conservation authorities
- Municipalities
- Stakeholders
- Water users



- 3 -

Natural Areas Protection & Expansion

Program Examples

- Private land tree planting
- Communities for Nature program
- Tree Power program
- Various management plans (Ellice, Sifton)
- Watershed Report Cards
- Property management
- Wetlands education program
- Developing and implementing community-based watershed strategies
- Creating value for the UTRCA and the environment by linking the Authority and its information with the watershed residents and their ability to take action

- 3 - Natural Areas Protection & Expansion

Forestry

(Soil Conservation budget)

What we do:

- Offer a range of tree planting and woodlot management services to improve the health of the local environment and provide a learning experience

Examples:

- Providing a wide range of forestry services including tree planting plans (including technical assistance, planting or supplying appropriate stock, and maintenance assistance), woodlot management, non-native vegetation control (with the EZJect system and other herbicide and manual methods), and planning and auditing for the Managed Forest Tax Incentive Program
- Initiating inventories and management plans for UTRCA-owned plantations and other wooded areas
- Carrying out controlled burns to sustain Communities for Nature native grass and wildflower plantings, with the ESA team
- Planning and implementing naturalization projects through the Communities for Nature program, which gives 4,000 people each year a hands-on educational experience enhancing their local environment, through community forestry, wildflower and aquatic planting, and provides local businesses with an opportunity to provide lands and/or financial support
- Coordinating the George Furtney, Woodstock, Zorra, Thames Centre, and St. Marys Area Memorial Forests, to improve the local environment while commemorating people or events
- Partnering with the Canadian Forestry Service on Emerald Ash Borer (EAB) parasitoid research for control of EAB
- Partnering with the Forest Gene Conservation Association to establish a Southwest Ontario Butternut Tree Archive site at Pittock Conservation Area, to help preserve the genetics of this endangered species
- Providing tree marking and woodlot management advice for private landowners
- Providing technical assistance to the London airport tree trimming project

Why:

- Improve crop yields and water quality by reducing soil erosion
- Provide habitat for wildlife
- Improve air quality
- Shade and protect buildings, reducing heating and cooling costs
- Reduce snow drifting and snow removal costs
- Provide timber products
- Provide recreational opportunities and aesthetics

Who participates/ benefits:

- Farmers and rural landowners
- Students, non-profit groups, service clubs and community associations
- General public
- Municipalities
- Private tree nurseries
- Funeral homes
- Corporations/ businesses



- 3 - Natural Areas Protection & Expansion

Lands & Facilities

(Lands & Facilities budget)

What we do:

- Work in partnership with the community to ensure the long-term protection of natural areas, such as woodlands and wetlands, and provide a variety of recreational opportunities on UTRCA-owned/ managed lands
- Lease structures and properties to clubs, individuals and municipalities for activities that complement the UTRCA's programs and services



Examples:

- Providing passive day-use recreational opportunities on 1900 hectares of rural properties, including woodlands, wetlands, agreement forests and 7 rural conservation areas
- Initiating asset management plan as per the UTRCA Strategic Plan
- Initiating or assisting with capital development projects
- Managing UTRCA fleet vehicles and equipment system
- Working with the local community to implement the Ellice and Gads Hill Swamps Management Strategy
- Performing comprehensive risk management and safety inspections on UTRCA-owned properties
- Assessing hunting opportunities on UTRCA-owned properties and, where appropriate, implementing a controlled hunting program
- Responding to infringement and encroachment related issues on UTRCA-owned properties
- Leasing 24 UTRCA-owned agricultural properties totalling approximately 475 hectares
- Leasing 7 residential homes and managing/maintaining 7 storage buildings located throughout the watershed
- Maintaining lease agreements with 7 community-based groups for the management and maintenance of our rural conservation areas
- Maintaining lease agreements with more than 20 clubs for recreational opportunities within Fanshawe, Wildwood and Pittock Conservation Areas
- Maintaining lease agreements for 80 cottages at two locations
- Maintaining leases with groups and individuals for a variety of activities at properties throughout the watershed

Why:

- Natural areas are highly valued by the community
- Wetlands provide storage for flood waters, help reduce the impacts of drought, and improve water quality by trapping sediments and storing nutrients
- Natural areas provide habitat to a variety of plants and animals
- We provide safe access to UTRCA owned/managed lands for permitted activities
- When acquiring lands for the development of the reservoirs, the UTRCA was obliged to purchase entire holdings (farms); some of these lands are not needed to support the flood management and recreational programs of the UTRCA and have been made available to the community

Who benefits/ participates:

- Local communities enjoy access to day-use opportunities in nearby parks and natural areas
- Local economies benefit from tourism
- Tenants, club members, cottagers, outdoor enthusiasts

- 3 - Natural Areas Protection & Expansion

Environmentally Significant Areas (Lands & Facilities budget)



What we do:

- As of January 2017, the UTRCA is in an agreement with the City of London to manage nine Environmentally Significant Areas (ESAs): the Coves, Kains Woods, Kilally Meadows, Lower Dingman, Meadowlily Woods, Medway Valley, Sifton Bog, Warbler Woods, and Westminster Ponds/Pond Mills Conservation Area
- Our management goals are to protect the ESAs, encourage partnership and education, ensure public safety, and promote and enforce proper use

Examples:

- Working with the local community to implement ESA Conservation Master Plans, in partnership with the City of London
- Implementing site planning and trail design, and installing signs and trail markers
- Maintaining and constructing bridges, boardwalks, staircases, railings, barricades and other trail structures
- Working with the City of London to develop and implement an encroachment management strategy
- Implementing management strategies for wildlife (e.g. coyote, beaver, Species at Risk) in partnership with agencies, the City of London and stakeholders
- Undertaking tree risk assessment and hazard tree mitigation on ESA trails and boundaries
- Restricting unofficial access points by installing barricades to protect sensitive vegetation
- Enforcing rules to protect vegetation, wildlife and people under the Provincial Offences Act and the City of London's Parks & Recreation By-law
- Working with local interest groups and schools to build valuable partnerships and provide education
- Implementing invasive species management programs, including inventory, removal and monitoring, using the most current Best Management Practices
- Developing and implementing restoration projects including tree, shrub and wildflower planting, bioengineering and erosion control
- Providing co-op students, volunteers and summer students with placement opportunities where they enhance their skills and knowledge and make career decisions to work in the environmental/ conservation field

Why:

- ESAs provide excellent examples of a variety of natural habitats, including upland forests, wetlands, meadows, ponds and river corridors
- ESAs are highly valued by the community, enhance quality of life and provide educational opportunities for students and the public

Who benefits/ participates:

- All City of London and area residents and visitors



- 4 -

Provide Outdoor Recreation & Education Opportunities

Program Examples

- Camping
- Day use, hiking, biking
- Boating, fishing, hunting
- Pavilion rentals, special events
- Cottages
- Environmental education programs for 20,000 students annually at Fanshawe & Wildwood Conservation Areas

- 4 - Provide Outdoor Recreation & Education Opportunities

Conservation Areas

(Conservation Areas budget)

What we do:

- Provide a variety of recreational and educational opportunities and facilities on 3200 hectares of conservation lands at Fanshawe, Wildwood and Pittcock Conservation Areas

Examples:

- Over 1300 seasonal and nightly camping sites
- Over 50 km of trail systems for biking, hiking and nature watching
- Water-based recreational opportunities including rental equipment
- Variety of special events and programs in partnership with local agencies for all ages to enjoy, including:
 - bike workshops and races
 - dragon boat festivals
 - cross country run events
 - reptile shows
 - campfire programs
 - trail days
- Cottage program
- Hunting program
- Ensuring compliance with applicable legislations and associations with conservation area lands including but not limited to the Conservation Authorities Act, Safe Drinking Water Act, Electrical Safety Authority, Swimming Pool Safety Act and Occupational Health and Safety Act
- Setting annual goals and implementing strategies to continue to improve the current services and investigate opportunities for new ones
- Assisting other UTRCA units with flood control operations, snow course readings, risk management for community education program areas, and grounds maintenance of the Watershed Conservation Centre

Why:

- Lands that were acquired for the development of flood control reservoirs also serve as multi-purpose recreational facilities
- Create value for the environment by providing outdoor recreational opportunities
- Provide safe access to UTRCA-owned lands and permitted activities

Who benefits/ participates:

- 500,000 people visit Fanshawe, Pittcock and Wildwood CAs annually, mostly from local communities
- 22 non-profit organizations are based on UTRCA properties
- Local economies benefit from tourism
- Local communities enjoy access to day use opportunities in nearby parks
- Visitors can step into nature without traveling far
- Opportunity to work in partnership with local businesses and agencies to promote an outdoor experience



- 4 - Provide Outdoor Recreation & Education Opportunities

Community Partnerships (Community Partnerships budget)

What we do:

- Motivate watershed residents to adopt stewardship (behaviours that protect and restore the environment) by facilitating access to environmental and conservation information, and involvement in stewardship activities

Examples:

- Coordinating community involvement in planning and implementing environmental restoration and information sharing and education projects in the Trout, Medway, South Thames and Forks watersheds
- Developing a “Focus on Flooding” awareness and education program to help communities recognize flood prone areas and minimize their risk
- Developing a marketing and communications strategy to influence behaviours to reduce nutrient (phosphorus) loadings to the Thames River
- Continuing to assist communities in learning about and implementing Low Impact Development (LID) for stormwater projects, including the Stream of Dreams (Fish on Fences) community art program
- Working with corporate partners to naturalize industrial properties (GM Canada - Ingersoll, Toyota - Woodstock)
- Facilitating involvement of the community, industry and corporations in environmental clean up events
- Assisting, as a member of the Oxford County Trails Council, with development and promotion of trails throughout Oxford County, and protection and enhancement of natural heritage within trail corridors
- Providing environmental education programs and hands-on resource management opportunities in local natural areas and in class, to students and community groups (e.g., stream health monitoring, stream rehabilitation, Watershed Report Card and Wetlands Education programs)
- Continuing GREEN education program partnership with GM Canada to foster environmental youth leadership
- Developing educational opportunities for students to understand and appreciate the relationship between actions in the watershed and the health of the Great Lakes
- Creating opportunities for Specialist High Skills Major students to obtain environmental and leadership accreditations
- Delivering Mini Water Festivals to schools in priority watersheds in the City of London to improve understanding of water sources, water conservation and the health benefits of drinking water
- Partnering with TD Friends of the Environment Foundation and Ontario Power Generation to deliver the Watershed Report Card education program and the Sifton Bog Wetland education program
- Introducing student use of and accreditation for new environmental technologies (GPS)
- Working with local groups and stakeholders to develop and implement environmental improvement projects and provide opportunities for education and information sharing

Why:

- Create value for a healthy environment by providing opportunities to experience and learn about conservation
- Accrue future benefits for the environment from citizens with an environmental stewardship ethic
- Provide hands-on learning opportunities to help the environment
- Empower people to take action in their local community
- Help people make informed environmental decisions

Who benefits/ participates:

- 20,000 students from regional boards of education visit our two outdoor education centres each year
- Landowners, community groups and municipalities benefit from funding that they could not otherwise access
- Watershed residents participate in restoration projects in their local communities
- Municipalities benefit by having an involved and informed constituency



Corporate & Support Services



What we do:

- Support the Conservation Authority's staff, members of the Board of Directors, and programs

Examples:

- Corporate and strategic planning, governance policy development, and implementation
- Current information technologies including maintenance and training
- Financial control support including accounting, budgeting and administration of payroll and benefits
- Continue efforts to migrate the budget into improved software, create a new General Ledger to accommodate the organization's expanding needs, and rebuild the payroll system to adapt to this General Ledger
- Human resources administration
- Payroll and health and safety initiatives
- Engaging communities of interest through interactive social media channels
- Assessing community needs and opportunities through communications and marketing
- Administrative, clerical, systems, communications and graphic design support
- Providing information products including printed materials, GIS mapping and Geoportal, and websites to watershed residents, the Board of Directors and staff
- Professional development opportunities
- Coordinating community volunteers

Why:

- Ensure programs are consistent with watershed resources, management needs, community values, and political and financial realities
- Ensure accountability to the community, partners, and municipal and senior government
- Inform staff, members, stakeholders and the public of the UTRCA's programs and policies
- Provide programs that are cost-effective
- Maintain competent, highly trained, safe and motivated staff to implement the UTRCA's programs
- Maintain efficient systems and equipment to support the organization

Who benefits/ participates:

- Municipalities benefit from targeted programs tailored to their specific environmental needs and economic realities
- Taxpayers receive the most value for their dollars
- UTRCA staff and members
- Community volunteers such as students

Who pays:

- All Corporate & Support Services costs are allocated among the programs of the UTRCA

2017 Draft Budget: Summary

December 2016

	Water & Info. Mgmt	Environ'l Planning & Reg's	Wtrshd Planning & Research	Cons. Services	Lands & Facilities	Cons. Areas	Comm. Partners.	Service Cost Centres	Unit Totals
FUNDING									
Munic. Levy incl. Dam & Flood Control	\$1,371,947	\$752,440	\$762,533	\$699,334	\$496,935	\$107,676	\$384,778		\$4,575,643
W Perth & Ldn/Oxford Capital Levy	\$1,301,311								\$1,301,311
Capital Mtce & Operating Reserve Levy								\$200,723	\$200,723
Transfer Payments	\$325,176	\$28,952							\$354,128
Contracts	\$2,732,269	\$767,505	\$180,000	\$1,513,682	\$93,410	\$95,000	\$398,700		\$5,780,566
User Fees		\$172,000			\$815,423	\$3,966,030	\$46,720		\$5,000,173
Other			\$15,000	\$10,350	\$19,000		\$113,450	\$61,850	\$219,650
from Reserves	\$206,475		\$45,718		\$122,650			\$150,000	\$524,843
Total Funding	\$5,937,178	\$1,720,897	\$1,003,251	\$2,223,366	\$1,547,418	\$4,168,706	\$943,648	\$412,573	\$17,957,037
EXPENDITURES									
Wages & Benefits	\$1,160,620	\$1,083,307	\$706,783	\$707,546	\$948,381	\$1,854,124	\$548,440	-	\$7,009,202
Direct Expenses (Operating)	\$649,646	\$259,650	\$40,750	\$477,914	\$255,250	\$1,599,019	\$134,740	(\$59,560)	\$3,357,408
Direct Expenses (Capital)	\$3,645,248	-	-	-	\$122,650	\$255,000	-	\$439,732	\$4,462,630
Allocated Cost	\$476,429	\$415,405	\$320,076	\$444,370	\$428,370	\$699,235	\$284,371		\$3,068,256
Total Expenditures	\$5,931,943	\$1,758,362	\$1,067,609	\$1,629,830	\$1,754,651	\$4,407,378	\$967,551	\$380,172	\$17,897,496
Surplus (Deficit) Cash Basis	\$5,235	(\$37,465)	(\$64,358)	\$593,536	(\$207,233)	(\$238,672)	(\$23,903)	\$32,401	\$59,541

2017 Draft Budget

Water & Information Management			
		Budget 2016	Budget 2017
Revenue	Municipal Levy	\$1,296,569.00	\$2,769,073.37
	Transfer Payments	\$322,473.00	\$325,176.43
	Contracts	\$82,500.00	\$2,636,453.51
	User Fees	\$0.00	\$0.00
	Other	\$0.00	\$0.00
	Reserves	\$27,979.00	\$206,475.00
	Total Revenue	\$1,729,521.00	\$5,937,178.31
Expenditures (to deliver our ends)	Wages and Benefits	\$909,410.37	\$1,160,620.46
	Direct Expenses (Operating)	\$495,292.00	\$649,645.62
	Direct Expenses (Capital)	\$0.00	\$3,645,248.08
	Allocated Costs	\$404,545.00	\$476,429.00
	Total Expenditures	\$1,809,247.37	\$5,931,943.15
Net Cash Budget		-\$79,726.37	\$5,235.16

Environmental Planning & Regulations			
		Budget 2016	Budget 2017
Revenue	Municipal Levy	\$590,171.00	\$752,440.00
	Transfer Payments	\$28,952.00	\$28,952.00
	Contracts	\$768,774.00	\$767,505.00
	User Fees	\$177,000.00	\$172,000.00
	Other	\$6,235.00	\$0.00
	Reserves	\$0.00	\$0.00
	Total Revenue	\$1,571,132.00	\$1,720,897.00
Expenditures (to deliver our ends)	Wages and Benefits	\$944,597.00	\$1,083,307.20
	Direct Expenses (Operating)	\$276,300.00	\$259,650.00
	Allocated Costs	\$346,478.00	\$415,405.00
	Total Expenditures	\$1,567,375.00	\$1,758,362.20
Net Cash Budget		\$3,757.00	-\$37,465.20

Watershed Planning, Research & Monitoring			
		Budget 2016	Budget 2017
Revenue	Municipal Levy	\$738,780.00	\$762,533.00
	Transfer Payments	\$0.00	\$0.00
	Contracts	\$167,660.00	\$180,000.00
	User Fees	\$0.00	\$0.00
	Other	\$0.00	\$15,000.00
	Reserves	\$59,744.00	\$45,718.00
	Total Revenue	\$966,184.00	\$1,003,251.00
Expenditures (to deliver our ends)	Wages and Benefits	\$611,800.00	\$706,783.05
	Direct Expenses (Operating)	\$26,500.00	\$40,750.00
	Allocated Costs	\$345,649.00	\$320,076.00
	Total Expenditures	\$983,949.00	\$1,067,609.05
Net Cash Budget		-\$17,765.00	-\$64,358.05

Conservation Services			
		Budget 2016	Budget 2017
Revenue	Municipal Levy	\$677,550.00	\$699,334.00
	Transfer Payments	\$0.00	\$0.00
	Contracts	\$1,099,928.00	\$1,513,682.00
	User Fees	\$0.00	\$0.00
	Other	\$20,792.00	\$10,350.00
	Reserves	\$108,351.00	\$0.00
	Total Revenue	\$1,906,621.00	\$2,223,366.00
Expenditures (to deliver our ends)	Wages and Benefits	\$712,432.00	\$707,546.04
	Direct Expenses (Operating)	\$738,820.00	\$477,913.70
	Allocated Costs	\$497,714.00	\$444,370.00
	Total Expenditures	\$1,948,966.00	\$1,629,829.74
Net Cash Budget		-\$42,345.00	\$593,536.26

Lands & Facilities			
		Budget 2016	Budget 2017
Revenue	Municipal Levy	\$481,455.00	\$496,935.00
	Transfer Payments	\$0.00	\$0.00
	Contracts	\$0.00	\$93,410.00
	User Fees	\$857,462.00	\$815,423.00
	Other	\$9,800.00	\$19,000.00
	Reserves	\$50,155.00	\$122,650.00
	Total Revenue	\$1,398,872.00	\$1,547,418.00
Expenditures (to deliver our ends)	Wages and Benefits	\$779,418.00	\$948,380.66
	Direct Expenses (Operating)	\$224,790.00	\$255,250.00
	Direct Expenses (Capital)	\$0.00	\$122,650.00
	Allocated Costs	\$394,667.00	\$428,370.00
	Total Expenditures	\$1,398,875.00	\$1,754,650.66
Net Cash Budget		-\$3.00	-\$207,232.66

Conservation Areas			
		Budget 2016	Budget 2017
Revenue	Municipal Levy	\$0.00	\$107,676.00
	Transfer Payments	\$0.00	\$0.00
	Contracts	\$0.00	\$95,000.00
	User Fees	\$3,882,633.00	\$3,966,030.00
	Other	\$0.00	\$0.00
	Reserves	\$45,000.00	\$0.00
	Total Revenue	\$3,927,633.00	\$4,168,706.00
Expenditures (to deliver our ends)	Wages and Benefits	\$1,756,886.00	\$1,854,124.44
	Direct Expenses (Operating)	\$1,270,293.00	\$1,599,019.00
	Direct Expenses (Capital)	\$180,706.00	\$255,000.00
	Allocated Costs	\$725,745.00	\$699,235.00
	Total Expenditures	\$3,933,630.00	\$4,407,378.44
Net Cash Budget		-\$5,997.00	-\$238,672.44

Community Partnerships			
		Budget 2016	Budget 2017
Revenue	Municipal Levy	\$372,792.00	\$384,778.00
	Transfer Payments	\$0.00	\$0.00
	Contracts	\$352,154.00	\$398,700.00
	User Fees	\$33,625.00	\$46,720.00
	Other	\$102,867.00	\$113,450.00
	Reserves	\$0.00	\$0.00
	Total Revenue	\$861,438.00	\$943,648.00
Expenditures (to deliver our ends)	Wages and Benefits	\$429,863.00	\$548,439.90
	Direct Expenses (Operating)	\$115,241.00	\$134,740.00
	Allocated Costs	\$278,481.00	\$284,371.00
	Total Expenditures	\$823,585.00	\$967,550.90
Net Cash Budget		\$37,853.00	-\$23,902.90



The UTRCA operates and manages a number of water and erosion control structures on behalf of its member municipalities. The operation and maintenance costs for these structures are apportioned to municipalities on a beneficiary pays basis. The UTRCA also maintains and operates a number of recreation dams on behalf of member municipalities.

With the plan in place, the UTRCA is able to leverage the municipal contributions to pursue senior government funding support for specific projects. The long term cost projections are also used to lobby senior levels of government to continue providing major capital repair grant programs, such as Ontario's Water and Erosion Control Infrastructure program.

The UTRCA Board of Directors has approved a 20 Year Capital Maintenance Plan for Water and Erosion Control Structures. This long term plan has been developed to coordinate the timing and financing of major capital repairs to the water and erosion control structures. The plan is reviewed and updated annually, to maintain a rolling 20 year estimate for planning and financing purposes.

The amounts for the annual fixed contributions from the affected municipalities have been calculated based on long term flood control capital repair estimates. The 20 Year Capital Maintenance Plan includes provisions for reviews and for the adjustment of the municipal contributions, depending on updated studies and cost estimates. The 2017 Draft Flood Control Capital Levy is described in the following table.

Flood Control Capital Levy Summary

Municipality	Structure	Apportionment	2017 FC Capital Levy Total
Oxford County	Wildwood Dam	0.97%	\$125,000
	Pittock Dam	62.07%	
	Ingersoll Channel	100.00%	
City of London	Fanshawe Dam	100.00%	\$1,154,543
	Wildwood Dam	83.96%	
	Pittock Dam	36.86%	
	London Dykes & Erosion Control Structures	100.00%	
	Springbank Dam	100.00%	
West Perth	Mitchell Dam	100.00%	\$21,768
Total Flood Control Capital Levy			\$1,301,311

2017 Draft Flood Control Capital Levy

2017 UTRCA Municipal Levy

Municipality	General Levy					Dam and Flood Control Levy (Total)		Flood Control Capital Levy		Specific Project Funding		Capital Maintenance & Operating Reserve Levy		New - Regulations Capacity Increase	New - Environmental Targets	Total Municipal Funding	
	2016 CVA	2017 CVA	2016	2017	\$ +/-	2016	2017	2016	2017	2016	2017	2016	2017	2017	2017	2016	2017
Oxford County	16.3094%	16.3189%	437,625	451,958	14,333	190,056	190,122	125,000	125,000			32,737	32,756	22,846	41,887	785,418	864,569
London City	65.2186%	65.1945%	1,749,988	1,805,586	55,598	839,288	839,118	1,040,000	1,154,543	105,000 ¹	105,000	130,909	130,860	91,272	167,339	3,865,185	4,293,719
Lucan/Biddulph	0.2906%	0.2963%	7,798	8,206	408	2,001	2,045					583	595	415	761	10,382	12,021
Thames Centre	3.1371%	3.1404%	84,177	86,975	2,798	26,600	26,626					6,297	6,304	4,397	8,061	117,074	132,361
Middlesex Centre	2.2844%	2.2912%	61,297	63,456	2,159	15,729	15,780					4,585	4,599	3,208	5,881	81,611	92,924
Stratford	7.3542%	7.3625%	197,333	203,907	6,574	122,984	123,038					14,762	14,778	10,308	18,898	335,079	370,929
Perth East	1.2705%	1.2712%	34,091	35,206	1,115	11,248	11,260					2,550	2,552	1,780	3,263	47,889	54,060
West Perth	1.3159%	1.3139%	35,309	36,389	1,080	46,683	46,671	40,000	21,768			2,641	2,637	1,839	3,372	124,633	112,677
St. Marys	1.5844%	1.5790%	42,514	43,731	1,217	41,317	41,290					3,180	3,169	2,211	4,053	87,011	94,454
Perth South	1.0380%	1.0356%	27,852	28,681	829	7,147	7,126					2,084	2,079	1,450	2,658	37,083	41,994
South Huron/Usborne	0.1967%	0.1966%	5,278	5,445	167	1,354	1,350					395	395	275	505	7,027	7,970
Zorra Township	0%	0%	0	0	0	15,000	15,000					0	0	0	0	15,000	15,000
SW Oxford	0%	0%	0	0	0	5,500	5,500					0	0	0	0	5,500	5,500
Total Member Municipalities	100%	100%	\$2,683,260	\$2,769,538	\$86,279	\$1,324,907	\$1,324,926	\$1,205,000	1,301,311	\$105,000	\$105,000	\$200,723²	\$200,723	\$140,000	\$256,676	\$5,518,892	\$6,098,177

¹ London Subwatershed Implementation

² Capital Maintenance \$168,323
 Operating Reserve \$32,400
Total \$200,723

Dam and Flood Control Levy Details

Municipality	Flood Forecasting		Plan & Tech Studies	Small Holdings	Wildwood Dam		Pittock Dam		100% Structures			Dam and Flood Control Levy (Total)	
	%	\$	\$	\$	%	\$	%	\$	Structure(s)		\$	2016	2017
Oxford County	16.3189%	97,669	11,828	1,074	0.98%	941	62.08%	53,784	Ingersoll Channel		24,826	190,056	190,122
London City	65.1945%	390,191	47,254	4,292	83.91%	80,555	36.81%	31,891	Fanshawe Dam, Springbank Dam, London Dykes/Erosion Control ³		284,935	839,288	839,118
Lucan/Biddulph	0.2963%	1,773	215	20	0.02%	19	0.02%	17				2,001	2,045
Thames Centre	3.1404%	18,795	2,276	5,207	0.19%	182	0.19%	165				26,600	26,626
Middlesex Centre	2.2912%	13,713	1,661	151	0.14%	134	0.14%	121				15,729	15,780
Stratford	7.3625%	44,065	5,336	485	0.44%	422	0.44%	381	RT Orr Dam & Channel		72,348	122,984	123,038
Perth East	1.2712%	7,608	921	2,584	0.08%	77	0.08%	69				11,248	11,260
West Perth	1.3139%	7,864	952	2,586	0.08%	77	0.08%	69	Mitchell Dam		35,123	46,683	46,671
St. Marys	1.5790%	9,450	1,144	104	14.1%	13,536	0.10%	87	St. Marys Floodwall		16,968	41,317	41,290
Perth South	1.0356%	6,198	751	68	0.06%	58	0.06%	52				7,147	7,126
South Huron/Usborne	0.1966%	1,177	142	13	0.01%	10	0.01%	9				1,354	1,350
Zorra Township	0%	0	0	15,000	0%	0	0%	0				15,000	15,000
SW Oxford	0%	0	0	5,500	0%	0	0%	0				5,500	5,500
Total Member Municipalities		598,503	72,482	37,084		96,002		86,636			284,935	1,324,907	1,324,926

³ Fanshawe Dam \$204,157
 Springbank Dam \$44,142
 London Dykes/Erosion Control \$36,636

To: UTRCA Board of Directors
From: Ian Wilcox, Christine Saracino
Date: February 10, 2016
Subject: Investment Policy

Agenda #: 6 (b)

Filename: P:\Users\vigilantim\Documents\GroupWise\417-C.doc

Recommendation:

That the Board approve the following organizational Investment Policy to guide staff and others in handling cash over specific periods of time.

Background:

UTRCA has periodically invested funds in Guaranteed Investment Certificates of varying lengths. Our current holdings are made up of \$4,000,000 of GICs maturing in \$1,000,000 amounts every quarter. Accrued interest is reinvested. We also normally hold up to \$5,000,000 in our current account. It is fiscally prudent to make best use of cash while it is not required for day to day operations and to ensure that the funds representing reserves are available when required.

While interest rates are historically low, there is nevertheless opportunity to invest in a more thoughtful and planned manner.

See attached Policy

Recommended by:

Prepared by:



Ian Wilcox



Christine Saracino

UTRCA INVESTMENT POLICY (DRAFT)

COMPANY PROFILE

Corporate Name: Upper Thames River Conservation Authority
Type of Business: Watershed Management
Date of Incorporation: 1947
Jurisdiction of Incorporation (Province): Ontario

Annual Revenue: \$18,000,000
Fiscal Year End: December 31st
Other Professional Advisors: Christine Saracino, Supervisor of Finance, CPA
Investment Knowledge of Signing Officers: Moderate

PURPOSE OF POLICY

The purpose of the Investment Policy is to establish and define the investment parameters UTRCA Board of Directors wishes to promote. Specifically, the Investment Policy will:

- Identify the investment objectives and constraints of the organization.
- Suggest an appropriate asset mix that is consistent with these investment objectives and constraints.
- Establish an appropriate reporting and review process.
- Confirm the directors' agreement to the above points.

INVESTMENT OBJECTIVE

It is an objective of UTRCA to ensure that funds are available when required and is securely invested to provide future benefit to the organization. The board recognizes that there are day-to-day cash requirements which must meet operational needs (i.e. meeting payroll and tax obligations, meeting the needs of vendors) as well as costs which may be fulfilled on a longer time horizon including the maintenance of funds recognized as reserves to the organization. These needs will be met with appropriate cash management procedures developed internally and approved by the General Manager.

The secondary investment objective will vary dependent on the purpose of the funds in question and will dictate the strategy and specific type of investments purchased. However, in all cases, preservation or protection of capital will be the primary objective.

Portfolio Structure

Portfolio Portion	Holdings and Asset Allocation	Objective	Discretion	Governance
Current Portion 1 to 2 months operating needs	1 to 2 million in CAD and USD current accounts	Liquidity	Internal: Supervisor of Finance based on cash flow forecast	Cash Management procedures
Mid-term Portion Reflecting approx. 4 months operating needs	2 to 5 million in GICs, Treasury Bills or High Interest Savings Accounts	Income generation Liquidity	Internal: Supervisor of Finance in conjunction with GM and approved budget	Cash Management procedures and Quarterly Reports to the Board
Long-term Portion representing reserves and future needs from 1 to 5 years	4 to 6 million (6 million is the reserve balance) in a selection of eligible investments outlined below which may include balanced funds*	Growth Liquidity through capital appreciation	External: Selected committee of the Board with an investment firm	Annual review with investment advisor as to performance against benchmarks

*Balanced funds (50% equity) = A portfolio with this objective will seek to provide a combination of modest income and long-term capital growth by investing in a balance of fixed income and equity or equity-type investments.

The long-term portion of the portfolio will be constructed and managed to accommodate any withdrawal requirements. The withdrawal requirements will be met from money market investments, dividends or by liquidation of bond and/or equity investments. From time to time, it may be necessary to draw from any capital gains and in certain circumstances, the capital base of the portfolio to meet the withdrawal requirements.

Eligible Investments

The portfolio may invest in the following asset categories, (these assets may be obligations or securities of Canadian or non-Canadian entities):

- Publicly traded equity securities, convertible debentures or preferred shares
- Bonds, debentures, notes or other debt investments of governments, government agencies or corporations, including mortgage or asset-backed securities
- Cash or money market securities issued by governments or corporations
- Pooled funds or mutual funds of the aforementioned securities
- High Yield or Global Bonds
- Structured Notes

RISK TOLERANCE

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

The directors' tolerance for risk and volatility is considered to be low which implies in any one year period, the organization can tolerate a drop in value of the portfolio of as much as 1 to 5% before the directors feel distinctly uncomfortable with the investment strategy. This range is a representation of the directors' tolerance for risk and volatility; however, please note that in times of higher volatility in the financial markets the portfolio may experience fluctuations in value that are higher than this range.

The portfolio will be managed to minimize fluctuations in a manner that is consistent with stated objectives over the time horizon.

CONSTRAINTS

Socially Responsible Investing

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

The directors acknowledge that a socially responsible investment strategy may exclude investment in certain types of businesses or geographic markets, which may impact overall diversification and performance of the portfolio.

APPOINTMENT OF INVESTMENT ADVISOR

The Hearing and Finance Committee of the Board shall convene for the purpose of recommending an investment advisor/firm for the long-term portion of the portfolio. Once contracted, that advisor will provide through staff a selection of investments which meet the overall goals of the organization as outlined in this document and provide a report outlining the specific investments. A sample of such a report follows. The investment advisor will be required to report quarterly and annually the results of the holdings and any transactions made.

SAMPLE

Asset Mix Chart for:		Company Name Account #	
Asset Mix	Long-Term Range	Neutral Mix	Performance Benchmark
Equities :	55% – 85%		
Canadian		37%	S&P/ TSX 60 Index
United States		23%	S&P 100 Index
International		15%	Morgan Stanley Europe, Australia, Far East Index
		75%	
Fixed Income :	1% – 31%		
Canadian Bonds		14%	FTSE TMX Canada Universe Bond Index
High Yield Bonds		3%	
		17%	
Cash & Equivalents :	1% – 5%	3%	FTSE TMX Canada 91 Day T-Bill Index
Alternative Investments :	0% – 10%		
Alternative Investment		0%	
Target Return Conservative Fund		0%	
Target Return Balanced Fund		5%	
		5%	
Total Portfolio :		100%	

Asset Class	Percentage
Canadian Equities	37%
US Equities	23%
International Equities	15%
Canadian Bonds	14%
High Yield Bonds	3%
Cash & Equivalents	3%
Target Return Balanced Fund	5%

REPORTING AND REVIEW PROCESS

For the current portion of the portfolio, any amounts varying from the maximum holding will be reported to the General Manager in conjunction with a review of the Cash Management policy.

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

For the long-term portion of the portfolio, the advisor will endeavour to meet with The Hearing and Finance Committee annually to review the portfolio structure and reconfirm the organization's objectives. Staff will provide a quarterly report to the Board for their review of the performance of the portfolio and a summary of the transactions during the period.

POLICY REVIEW

The Board recognizes that as the organization grows and circumstances change, this policy may require review. To that end, it intends to revisit the information in this policy no less than every third year to revise and amend the objectives outlined here.

ACKNOWLEDGEMENT AND AGREEMENT

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

To: UTRCA Board of Directors
From: Ian Wilcox, General Manager
Date: February 9, 2017
Subject: Recommendation for New Hearing and Finance Committee

Agenda #: 6 (c)
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Recommendation:

That the Board of Directors approve an expanded finance role for the existing Hearings Committee, with responsibilities as described in the report below. This change in responsibilities would be added to the Board of Directors' Policy Handbook. The committee is proposed to be re-titled as the "Hearings and Finance Committee."

Discussion

Two specific financial matters have arisen in the past year that require new Board oversight: 1) the annual appointment of and engagement with an auditor and, 2) appointment and direction of an investment advisor as part of the proposed UTRCA Investment Policy.

Audit Oversight

The Conservation Authorities Act requires the UTRCA to develop annual audited financial statements. Audit services are currently provided by KPMG's London Office. Historically, auditors have been appointed by staff following the Authority's procurement policy (open competition), the audit is conducted with oversight from the Supervisor of Finance, and draft statements are then reviewed and approved by the Board of Directors. The Board has expressed some discomfort with this practice.

It is now proposed that the Hearings and Finance Committee would assume responsibility for:

- Annual appointment of an auditor
- Review and discussion of the results of the draft audit and the auditor's Findings Report to ultimately recommend to the UTRCA Board their approval of the audited statements
- To periodically review, in consultation with management, the effects of changes in accounting practices or policies on the financial statements, the effectiveness of systems of internal control in protecting the assets of UTRCA and any material contingencies and disclosures affecting the statements.

Investment Advisor Oversight

A new Investment Policy is being proposed for approval by the Board under separate cover. This report recommends a new role for the Hearings and Finance Committee that would include:

- Recommending/ hiring an investment advisor/firm for the long-term portion of the Authority's portfolio,
- An annual meeting with the investment advisor to review the portfolio's structure and performance, and to reconfirm the organization's investment objectives and constraints.

If approved, these new responsibilities and new committee title would be added to the Board of Directors' Policy Handbook.

Prepared and Recommended by:

A handwritten signature in blue ink, appearing to read "Ian Wilcox".

Ian Wilcox

A handwritten signature in blue ink, appearing to read "Christine Saracino".

Christine Saracino

To: UTRCA Board of Directors
From: Chris Tasker, Manager Flood Control
Date: February 8, 2017
Subject: 2017 Water and Erosion Control
Infrastructure (WECI) Projects

Agenda #: 6 (d)

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Recommendation:

That the UTRCA Board of Directors approve the 2017 WECI Capital Repairs and Studies project list and cost estimates submitted for WECI funding.

Background:

The Water and Erosion Control Infrastructure (WECI) program provides provincial funding for capital repairs of CA infrastructure. This program provides 50% funding for eligible repairs and studies. Each year project submissions are made in February for review by the WECI committee made up of representatives from MNRF, Conservation Ontario, and Conservation Authorities. Projects are prioritized to determine which projects are approved for the provincial 5 million dollars available. Provincial funding must be matched with local funding which may come from the Flood Control program operating or capital reserves, or through levy.

The proposed list of 2017 projects with cost estimates is summarized in the attached table. This list was submitted by the required deadline of Feb 6 (prior to the Board meeting). The list of projects is based on the 2017 projects in the 20 Year Flood Control Capital Repair Plan approved by the Board of Directors in May 2016, projects to take advantage of the 2017-18 National Disaster Management Program, deferred projects and projects that have become more urgent. Local share of project costs are supported through structure operating reserves or 2017 Levy. Total estimated cost of the proposed 2017 WECI projects is \$2,010,000.

Project list highlights:

- 6 projects submitted are identified for 2017 in the 20 yr. Capital Repair Plan.
- 2 projects are continuing WECI funded projects from 2016. The Pittock Dam project is extended in duration to accommodate late prefabricated building delivery and to purchase new hoists and safety equipment. A new project for Pittock Dam is as a result of the design work for the ongoing project. The 2016 Wildwood Masonry repair project was more extensive and requires a second 2017 phase and additional funding.
- 3 projects are being resubmitted for 2017 as they could not be undertaken in 2016. Two of the projects were dependent on completion of other studies.
- 2 projects in this list are being moved forward to 2017 in the 20 Year Capital Plan to respond to more urgent need.
- 1 project was identified since the 2017 Flood Control Capital Repair Plan was prepared.

Project costs submitted for WECI funding include UTRCA project management and labour costs where applicable. These costs are eligible for WECI funding.

If there are any questions, please contact Rick Goldt at ext. 244 or goldtr@thamesriver.on.ca, or Chris Tasker at ext. 238 or taskerc@thamesriver.on.ca.

Recommended by:



Chris Tasker, Manager
Flood Control

Prepared by:



Rick Goldt, Supervisor
Water Control Structures

attach.

UTRCA – Proposed Projects (Feb 9, 2016) 2016 WECl Capital Repairs and Studies Project Name & Description	Current Project Estimate
1. Dam Safety Studies Ph1 Scoping – New -Wildwood, Pittock, Fanshawe dams - Research, Scoping, Workplan, and Terms of Reference by consultant for follow up dam safety studies to the 2004 - 2007 studies, so that follow up Ph2 Dam Safety Studies can begin in 2018.	\$75,000
2. Fanshawe Dam Ph 4 of 5 Painting & Concrete Repairs– New - Work will take place in 3 of 6 upstream gate bays and one wingwall. Includes concrete repairs and painting of gate and stop log gains and pier nose cladding.	\$820,000
3. West London Dyke - Design Ph4 – New - Next phase segment of 12 phases originally planned to renew the West London Dyke. A 2 year plan has been submitted for National Disaster Mitigation Program funding for the Phase 4 project for design (2017) and construction (2018).	\$180,000
4. WLD Erosion Control EA – New - Following preliminary investigations of toe erosion problems at the West London Dyke in 2015-16 within Concept Plan development a Class EA is to develop the preferred alternative.	\$90,000
5. Broughdale Dyke EA – Re-submit - EA to determine preferred option following 2015-17 Study Feasibility of Management Options for London dykes. Possible direction to stabilize, upgrade, and extend dyke to account for revised flood levels and Climate Change.	\$100,000
6. Riverview Dyke EA – Re-submit - EA to determine preferred option following 2015-17 Study Feasibility of Management Options for London dykes.	\$100,000
7. London Dykes Hazard Tree Removal Ph3 - New - Alternate year project - Gradual removal of hazard trees from dykes until rehabilitation works in place – work in house and by contractors.	\$25,000
8. Fanshawe Dam Electrical Rewiring - New - Re-inspection, assess, and recommend wiring and fixture changes in dam (primarily lower levels). Complete conduit, wire and fixture replacements. Contractor or in house for repair forces.	\$100,000
9. St Mary Flood Wall Repairs Ph1 – Re-submit – In 2014 -15 1st complete Inspection of the 25 year old flood wall which protects the downtown business area of St Marys indicated repairs to the foundations, wall, and earth dyke segments were required. A repair program over 2 years is proposed with repairs estimated at a total cost of \$790,000. The full cost of project is submitted for NDMP funding with approval possible in April 2017 and if approved could reduce municipal contributions..	\$135,000
10. Wildwood Dam Drain Valve Actuator, Gate and Valve Sensors – New - Existing valve to be retained and converted to electric valve actuation to improve operations control low flow valve most frequently used. Additional gate and valve position sensors to be installed.	\$40,000
11. Wildwood Dam Valve Casing Corrosion Protection – New - Tender docs, specifications, tendering, contract admin. To paint 3 low flow valve housings.	\$100,000
12. Wildwood Dam Masonry Repairs Ph2 – New - To complete mortar repair of 2 Control buildings subject to highway salt deterioration.	\$35,000
13. Pittock Dam Control Building Work Extension Contingency Pt2 & Hoist System – New - Delay by contractor in procuring prefab replacement building with delivery in late February. Carry over Contingency within previous approved budget from 2016-17 project. In addition purchase and installation of 2 davits, hoists, and safety equipment that were in original bldg. replacement design. Hoists also used for equipment transfer in shaft.	\$60,000
14. Pittock Dam Embankment Restoration Ph1 – New - Deferred embankment restoration related to control building project, downslope and along crest of dam. Loss of rock protection, public wear, and drainage erosion. Surveys, design Ph1, construction.	\$100,000
15. Orr Dam Wingwall Stability Review – New - Stability analysis of the 4 wingwalls which have all gradually tilted over many years. Study to determine the severity of the instability and to develop preliminary concepts for remediation.	\$40,000

To: UTRCA Board of Directors
From: Ian Wilcox, General Manager
Date: February 1, 2017
Subject: Policy Handbook Updates

Agenda #: 6 (e)

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Recommendation: That the Board approve the recommended changes and edits to the UTRCA's Board of Directors' Policy Handbook.

Discussion

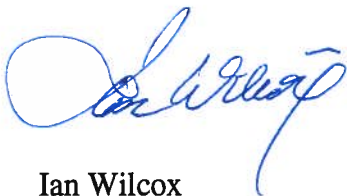
The UTRCA developed and approved a new Board of Directors' Policy Handbook in 2013. This Handbook was developed as a guide to assist the Board of Directors and General Manager in effectively and efficiently conducting business relevant to the Authority. It is expected that the Handbook will be reviewed annually and revised as needed.

A copy of the Policy Handbook is attached with suggested revisions highlighted in yellow (primarily text additions). A summary of all changes is provided below. Changes proposed are relatively minor but do add clarity to the document. The Board of Directors is asked to review and approve these proposed changes, as well as consider if any further changes are needed. If so, Directors are asked to bring these suggestions forward to the February AGM for discussion.

Summary of Amendments to the Board of Directors' Policy Handbook:

1. 5.3 Officer's Positions – Chair: f) added word "voting"
2. 5.3 Officer's Positions – Chair: added g) Chair Source Protection Authority meetings
3. 5.4 Hearings Committee – Added reference to the Hearing Guidelines
4. 5.5 Source Protection Striking Committee
5. 5.6 Delegations – Added wording around repeat Delegations

Recommended by:



Ian Wilcox

Prepared by:



Michelle Viglianti

Upper Thames River Conservation Authority

Board of Directors' Policy Handbook



REVISED: February 10, 2017

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Cover photo: Tom Arban Photography Inc.

1.0 Introduction

This handbook has been developed as a guide to assist the Board of Directors and General Manager in effectively and efficiently conducting business relevant to the Upper Thames River Conservation Authority. The policies presented in this Handbook are designed to encourage and support a positive, cooperative culture for the Board of Directors and staff by clarifying roles and ensuring effective communications.

The Handbook is divided into five sections moving from broad, strategic directions to much more specific Board policies and meeting procedures. Fundamentally it is intended to explain to the Board what organizational ends are to be achieved, and by what means.

The Handbook is intended as a reference tool for Directors and it is expected to be evaluated and updated annually.

1.1 Authority Membership

The following 17 municipalities are members of the Upper Thames River Conservation Authority and appoint 15 individuals to the UTRCA's Board of Directors:

City of London & County of Middlesex

- City of London (4 members)
- Township of Middlesex Centre (1 member)
- Township of Thames Centre & Township of Lucan-Biddulph (1 member)

County of Oxford

- Township of Blandford-Blenheim & Township of East-Zorra Tavistock (1 member)
- Town of Ingersoll (1 member)
- Township of Norwich & Township of South-West Oxford (1 member)
- City of Woodstock (1 member)
- Township of Zorra (1 member)

County of Perth

- Township of Perth East (1 member)
- Township of Perth South, Town of St. Marys & Municipality of South Huron (1 member)
- City of Stratford (1 member)
- Township of West Perth (1 member)

The directors represent the local urban and rural communities, deciding policies and programs that will lead to a healthy watershed.

2.0 Strategic Directions

(From approved UTRCA Strategic Plan, January 2010)

2.1 Vision

Inspiring a healthy environment.

2.2 Mission

Dedicated to achieving a healthy environment on behalf of the watershed municipalities through leadership, expertise, education, and community collaboration.

2.3 Ends

1. To protect life and property from flooding and erosion hazards;
2. To protect and improve water quality; and
3. To manage and expand natural areas.

2.4 Short-term Goals

To be developed. (Targets e.g., % forest cover - "20% in twenty years.")

2.5 Ownership

The UTRCA Board of Directors must be accountable to an ownership. While the private sector is typically represented by shareholders, not-for-profit ownership is less clear. For the purpose of policy development and implementation, the UTRCA has identified a two-part ownership:

1. The residents of the Upper Thames River Watershed; and
2. The natural systems of the Upper Thames River Watershed including specific natural features such as its water and soils, as well as the living flora and fauna, and the natural systems, functions, and connections between them that result in a healthy environment.

3.0 Director Responsibilities and Liability

The Board of Directors manage or supervise the management of the activities and affairs of the Authority.

3.1 Board Responsibilities

Each Board Director is responsible to:

1. Become aware and knowledgeable of the programs, projects, and activities of the Authority;
2. Articulate the Authority's mission and purpose;
3. Direct the development of the Authority's long-term plans;
4. Establish written policies;
5. Select, empower, and evaluate the General Manager;
6. Communicate with each other;
7. Ensure the financial viability of the Authority;
8. Develop annual budget guidelines;
9. Ensure they are adequately equipped to carry out their duties;
10. Ensure the governance system functions effectively and efficiently; and
11. Make decisions in the best interest of the Authority.

3.2 Liability

The law imposes generally two (2) types of responsibility and obligations upon the Directors – Fiduciary Duty and Standard of Care.

Directors, as trustees, are legally obligated to act honestly, in good faith, and in the best interest of the Authority at all times. Such legal expectations are imposed upon Directors because their actions have the power to expose others to financial risk. Directors must avoid conflicts of interest and maintain the confidentiality of the information of the Authority.

With respect to Standard of Care, Directors must exercise their duties with care, diligence, and skill.

Attendance at Board meetings is the responsibility of the Director. Regardless of whether or not a Director is present at a meeting where a decision is made, all Directors are deemed to have consented with the decisions of the Board unless they register their dissent in accordance with the applicable statute.

Directors are also responsible for understanding and operating within the laws affecting the Authority. These include, but are not limited to, environmental laws, safety standards, tax laws, etc. Ignorance is not a valid defence.

Directors are responsible to ensure proper records are kept. These include articles of incorporation, policies, minutes, etc.

Directors may be personally liable for:

1. Illegal actions of the Authority;
2. Unpaid wages owed to employees for work already completed (including vacation pay);
3. Unpaid sales taxes (RST, HST); and
4. Failure of the Authority to comply with the Health and Safety Legislation, and Federal and Provincial Environmental Statutes.

Directors will not be found liable for breach of duty or care or other liabilities when they act in good faith, relying on financial statements of the Authority, which the auditor/accountant represents to accurately reflect the financial status of the Authority. Further, the Directors are entitled to rely upon the report of a lawyer, accountant or other person whose profession offers credibility to their statements.

3.3 Insurance

The UTRCA holds accidental insurance protecting members from personal injury while on Authority business. Directors and Officers Liability covers the Directors and Officers of the UTRCA against the liability arising out of a wrongful act, e.g. employee discrimination, wrongful dismissal, enforcement of Authority regulations, providing advice to members, or other acts done or wrongfully attempted in the discharge of their duties solely in their capacity as a Director and Officer.

3.4 Indemnification

The UTRCA indemnifies its members, officers and employees from and against the liability imposed by law (which includes amounts paid to settle an action or satisfy a judgement as well as interest thereon and legal costs in defending such proceeding) arising in respect of any civil, criminal or administrative action or proceeding to which any such member, officer or employee is made a party by reason of being a member, officer or employee of the Authority, to the extent that such liability is not covered by insurance, provided:

1. That the act complained of falls within the scope of such member's, officer's, or employee's duties and responsibilities with the Authority, and
2. That the member, officer or employee has acted honestly and in good faith with a view to the best interests of the Authority, and
3. If in the case of criminal or administrative action or proceeding, that is enforced by a monetary penalty, that such member, officer or employee had reasonable grounds for believing that the conduct complained of was lawful.

4.0 Governance Policies

4.1 The Policy Governance Model

This section of the Handbook is based on the Policy Governance model created by John Carver. This governance model is meant to promote strategic leadership by governing Boards. It includes the Board's job description and clarifies the Board's relationship with staff. The model also ensures the Board governs on behalf of an identifiable ownership which is defined in Section 2.5 above.

Written values and perspectives are identified and documented by the Board and exist as policies. These policies are grouped into four categories:

1. **Ends** prescribe desired organizational outcomes.
2. **Board/Staff Relationship policies** describe the relationship between the Board and its sole employee, the General Manager.
3. **Staff Limitations policies** impose legal, moral, and ethical boundaries on staff actions.
4. **Board Operations policies** clarify the Board's job and rules.

In practice, the last three categories remain relatively stable once in place, enabling the Board to focus on issues of long-term Ends and strategic leadership. It is critical the Board be familiar with its policies. The policies are formally reviewed at least annually as part of the Board's regular business.

These policy categories cover virtually all decisions the Board will legitimately make. The General Manager is empowered by the Board towards **Ends** and within **Staff Limitations**. This constraint approach to controlling staff actions makes it possible for the Board to stay out of internal operations, yet control the range of acceptable corporate actions. Fiscal administration, budgeting, personnel, risk, compensation, and all other functions are thus controllable with little Board time. Periodic monitoring of the Authority's performance with respect to these two policy categories constitutes the Board's evaluation of its General Manager.

In Policy Governance, the Board is proactive, explicit about its values, and considers a minimum 20-year vision regarding the majority of its concerns. It avoids both meddling and rubber-stamping. The Board is at all times mindful of keeping Board and General Manager jobs separate. Because these roles are clear, communications and interaction between the Board and staff can be enriching and effective.

4.2 Ends

Within the boundaries of the Upper Thames River Watershed, the UTRCA's goals are:

1. To protect life and property from flooding and erosion hazards;
2. To protect and improve water quality; and
3. To manage and expand natural areas.

Note: Property ownership is one of several tools used by the UTRCA to achieve its goals. As a result of property ownership, **outdoor recreation opportunities** are offered to the public when and where appropriate (e.g., camping, hiking, boating, hunting, etc.). These opportunities create value among users for the watershed's environmental features and therefore function as an important tool to assist in achieving the Authority's goals, or Ends.

4.3 Board/Staff Relationship Policies

The Board's sole official connection to the Authority's operational organization, its achievements, and conduct will be through the General Manager.

1. The Board delegates the complete operation of the Authority to the General Manager.
2. The General Manager is responsible for the operation of the Authority within the guidelines established by the Staff Limitations policies.
3. Decisions of the General Manager, which are consistent with any reasonable interpretation of Board policies related to Ends and Staff Limitations, are acceptable.
4. Only officially passed motions of the Board are binding on the General Manager.
(Individual Directors' decisions or instructions are not binding on the General Manager.)

5. If Board Directors wish to make suggestions or requests to staff, they do so through the General Manager. The General Manager reserves the right to manage those requests at his/her discretion.
6. In the event of the resignation, termination, death, disability or otherwise unavailability of the General Manager to perform the responsibilities of the position, the Board appoints an Acting General Manager to assume the responsibilities within five (5) business days.
7. A positive indicator of General Manager success is the attainment of Board-stated Ends and Staff Limitations. The General Manager reports to the Board annually regarding compliance and accomplishments.

4.4 Staff Limitations Policies

Staff Limitations policies limit the latitude the General Manager may exercise in managing the operations of the Authority. These limiting policies describe the practices, activities, decisions, and circumstances unacceptable to the Board. The Board will never prescribe operational means to the General Manager; only what is unacceptable. Therefore, all means are considered pre-approved by the Board unless explicitly prohibited in the Staff Limitations policies below.

4.4.1 Business Ethics

1. The General Manager will not cause or allow any organizational practice, activity, decision or circumstance that is unlawful, imprudent or in violation of commonly accepted business and professional ethics.

4.4.2 Interaction with Clients

2. The General Manager will not cause or allow conditions, procedures, or decisions which are unsafe, untimely, disrespectful or unnecessarily intrusive.

4.4.3 Treatment of Staff

3. With respect to treatment of paid and volunteer staff, the General Manager will not allow unfair, discriminatory, undignified, disrespectful, unsafe, disorganized or unclear conditions.

4. The General Manager will operate with written personnel procedures clarifying expectations for staff and protecting against wrongful conditions (e.g. harassment, nepotism and grossly preferential treatment for personal reasons).
5. The General Manager will address employee concerns regarding any contravention of the law of the land or Board policies.

4.4.4 Compensation and Benefits

6. The General Manager will not change the General Manager's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
7. The General Manager will not establish compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

4.4.5 Financial Controls

8. The General Manager will not expend funds beyond the approved budget allocations without informing the Board.
9. The General Manager will not allow receivables and payables to accumulate in an untimely manner.

4.4.6 Asset Protection

10. The General Manager will ensure the Authority, Board Directors, staff, and volunteers are insured against theft, fire, and casualty losses to a prudent replacement value and against liability losses.
11. The General Manager will not unnecessarily expose the Authority, its Board, or staff to claims of liability.
12. The General Manager will not endanger the Authority's public image, credibility, or its ability to accomplish Ends.

4.4.7 Communication and Support to and from the Board

13. The General Manager will inform and support the Board in its work.

14. The General Manager will not present information to the Board in unnecessarily complex or lengthy form.
15. The General Manager will not favour or privilege certain Directors over others, except when (a) fulfilling individual requests for information, or (b) responding to officers or committees duly charged by the Board.

4.4.8 Temporary Absence

16. Where the General Manager is unavailable or out of contact from the workplace for more than five (5) consecutive working days, the General Manager will designate a senior staff member as Acting General Manager and inform the Chair and Vice-Chair of the appointment and the period of absence.

4.4.9 Emergency Executive Succession

17. The General Manager will ensure a minimum of two managers are trained and capable of assuming this role/position on a temporary basis, in the event of an unexpected or sudden loss of the General Manager. The interim successor is subject to Board approval.

4.5 Board Operations Policies

1. The Board governs lawfully, observing the principles of the Policy Governance model, with an emphasis on:
 - a) Outward vision rather than an internal preoccupation;
 - b) Encouragement of diversity in viewpoints;
 - c) Strategic leadership more than administrative detail;
 - d) Clear distinction between the Board's and General Manager's roles;
 - e) Collective rather than individual decisions;
 - f) Future rather than past or present; and
 - g) Proactive rather than reactive.
2. The Board functions with a sense of group responsibility and collective decision making. The Board will not use the expertise or opinion of an individual Director to substitute for the judgment of the Board as a whole.
3. The Board's major policy focus is on the Authority's Ends, not on the administrative or operational means of attaining those Ends.
4. Directors demonstrate a commitment to matters such as attendance, meeting preparation, respect for divergent opinions, and complete support for Board decisions. Although the Board can change its governance policies at any time, it honours and adheres to those currently in force.
5. Continual Board development includes orientation of new Directors in the Board's governance process and annual Board discussion of existing policies and process improvement.
6. The Board reviews the effectiveness of itself and its Directors annually. The objective is to monitor Board performance, encourage constructive feedback, and help the Board attain new levels of excellence in governance and effectiveness. This self-assessment is for the Directors' information only, treated as confidential, and does not form part of any records.

4.5.1 Board Directors' Code of Conduct

7. The Board supports the General Manager in the conduct of his duties.

8. The Board supports continuous professional development of the General Manager.
9. The Board commits itself and its Directors to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board Directors.
 - a) Directors must have loyalty to the ownership, un-conflicted by loyalties to other organizations or any personal interest.
 - b) Directors must avoid conflict of interest with respect to their fiduciary responsibility.
 - i. There must be no self-dealing or business by a Director with another organization. Directors must disclose their involvements with other organizations, vendors, or any associations that might be, or might reasonably be seen as, being a conflict.
 - ii. When the Board is to decide upon an issue about which a Director has an unavoidable conflict of interest, that Director will withdraw without comment not only from the vote, but also from the deliberation.
 - iii. Directors considering application for staff positions will remove themselves from Board functions at the time their interest is declared and then resign from the Board at the time the offer of employment is accepted.
 - c) Directors do not exercise individual authority. Directors' interactions with the General Manager or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized. Directors' interactions with public, press, or other entities also must recognize the same limitation and the inability of any Director to speak for the Board except regarding explicitly-stated Board decisions.
 - d) Except for participation in Board deliberation about whether the General Manager has achieved any reasonable interpretation of Board policy, Directors will not express individual judgments of performance of employees or the General Manager.
 - e) Directors respect all matters of confidentiality. Directors will not reveal any confidential information they learn during the performance of their duties to anyone

- not present at Board meetings. Breaches of confidentiality will be addressed with appropriate sanctions, including potential dismissal from the Board.
- f) Directors are properly prepared for Board deliberation.
 - g) Directors support approved decisions of the Board on any matter, irrespective of the Directors' personal positions on the issue. All Directors support all Board decisions when outside of the Boardroom. The Board speaks with one voice. Board Directors report only results of Board decisions to the media. Breaches of this policy will be addressed with appropriate sanctions, including potential dismissal from the Board.
 - h) Directors make attendance a priority. A Board Director is considered to have resigned if he/she is absent from three (3) consecutive meetings or five (5) meetings in a year. The Board Chair will notify the appointing municipality when this situation arises.
 - i) The dress code for all Board meetings is 'business casual.'
 - j) All Directors must review, agree to, and sign a 'Code of Conduct Agreement' as part of their Board Orientation. (A copy of the Code of Conduct Agreement is provided in Appendix B.)

5.0 Detailed Meeting Procedures

1. The fiscal year of the Authority shall be the calendar year.
2. At least sixty (60) days prior to the first Authority meeting of each year, the General Manager/Secretary-Treasurer will notify the Clerk of any Municipality for which the term of office of its Director will expire at the time of that meeting. Written notice from the appointing Municipality must be received by the General Manager/Secretary-Treasurer prior to the first Authority meeting of the year to permit voting privileges for any newly appointed Director.
3. The Authority meets at least ten (10) times each year in accordance with a predetermined schedule, with the Annual General Meeting required before March 1.
4. At the first official meeting of the Authority in each year, the Agenda includes:
 - a) The introduction of new Directors;
 - b) The election of the Board Chair;
 - c) The election of the Board Vice-Chair; and
 - d) The appointment of Directors to any Standing Committees.
5. The minutes of all meetings of the Authority are recorded by the Executive Assistant under the direction of the General Manager.
6. All matters arising out of Authority meetings and supporting technical reports form part of the public record and are publicly available. Exceptions to the foregoing include the following matters which will be dealt with 'in-camera':
 - a) Personnel records;
 - b) Property matters;
 - c) Legal matters and court cases in which the Authority is involved; and
 - d) Discussions which could adversely affect the interests of a third party.
7. The Executive Assistant provides an electronic copy of the previous meeting minutes and the agenda for the upcoming meeting to each Director ten (10) days prior to the meeting date.

8. At any meeting of the Authority, including all standing and *ad-hoc* committees, a quorum consists of a simple majority of the members of the body concerned. If no quorum is present one-half hour after the time appointed for a meeting of the Authority, the General Manager calls the roll and records the names of the people present and the meeting stands adjourned until the next meeting.
9. At any meeting, and in consideration of any motion, each Director is entitled to one vote, including the Chair. The only exception is the Authority's budget vote which follows a weighted voting procedure as prescribed by the Ministry of Natural Resources.
10. Rules of procedure for Authority meetings adhere to the current edition of Robert's Rules of Order, Bourinot's Rules of Order, or other generally accepted rules of parliamentary procedure.
11. A majority vote of the Directors present at any meeting is required for approval of all matters.
12. In the event of the absence of the Chair and Vice-Chair from any meeting, the Directors present appoint an acting Chair who, for the purposes of that meeting, has all the powers and performs all the duties of the Chair.

5.1 Election Procedures

13. At the first official Authority meeting of the calendar year, following the introduction of new Directors, the Chair requests that an Interim Chair be appointed by motion for the purpose of conducting the elections of officers for the ensuing year in the following order: Chair and Vice-Chair of the Authority, followed by standing and *ad hoc* committees. All elections are held by secret ballot and no Director may vote by proxy.

The election procedure is as follows:

- a) Call for nominations three times.
- b) The Directors nominate nominees verbally.
- c) Request a motion to close nominations.
- d) Inquire whether the nominees are willing to let their names stand, and allow the nominees the opportunity to speak to the nomination, or proxy stating his/her willingness to stand.

- e) In the event more than one Director is nominated for the position, the Chair requests a motion to nominate two scrutineers.
- f) The scrutineers distribute secret ballots to vote for those accepting the nomination.
- g) The scrutineers collect and tally the ballots and announce the successful candidate, or announce a tie and proceed to conduct a second vote.
- h) Once the Chair announces the successful candidate, he/she requests a motion to destroy the ballots.
- i) Following the election of the Chair and Vice-Chair, the Interim Chair will hand over control of the meeting to the newly elected Chair who will continue with any standing and *ad hoc* committee elections.

5.2 Per Diems and Honorariums

- 14. a) Directors shall receive a per diem and travel allowance for attending Authority and Standing Committee meetings.
- b) If no quorum is present, the per diem rate shall be paid to those in attendance.
- c) Directors will be paid for expenses incurred on authorized Authority business.
- d) All per diem expenses, mileage, and allowances are to be in accordance with the Order issued by the Ontario Municipal Board.
- e) The Chair and Vice-Chair will each receive an annual honorarium.

5.3 Officer's Positions

15. Chair

The Chair of the Board of Directors will:

- a) Prepare the agenda in consultation with the General Manager;
- b) Preside at all Authority meetings;
- c) Be the public spokesperson for the Board unless someone else is appointed by the Board;
- d) Be the regular communication link between the Board and the General Manager;
- e) Communicate Board decisions; and
- f) Serve as the Authority's voting representative on Conservation Ontario Council (CO), unless otherwise designated.
- g) Chair Source Protection Authority meetings

16. Chair's Meeting Responsibilities

- a) The Chair reserves the right to decline, admit, or defer to another meeting, issues not contained in the prepared and approved agenda and that Directors have no knowledge of. While 'walk on' approval items are usually discouraged, items for information may be added under the 'Other Business' section of the Board agenda, at the Chair's discretion.
- b) The Chair ensures the total meeting time be equitably shared among Directors and the business of the meeting. This may require the Chair to limit the number of times a Director may speak and their associated time with the floor. This prevents domination of meetings or an undue consumption of time by any one Director or issue.
- c) The Chair may set discussion time limits or defer further discussion of any specific agenda item to ensure the meeting runs in a thorough yet efficient manner.
- d) All questions and comments must be directed to and through the Chair.
- e) The Chair ensures discussion is relevant to the issue at hand. The Chair is entitled to interrupt a Director if deviating from the issue at hand.
- f) The Chair ensures no discussion relating to a motion takes place until the motion has been moved and seconded.
- g) The Chair reserves the right to approve circulation of the draft agenda and to ensure all agenda items and subsequent discussions are relevant to the Authority's Strategic Plan.
- h) The Chair officiates to ensure the efficient conduct of the business before the Board and facilitates the meeting without participating in the debate. The Chair remains objective and impartial.

17. Vice-Chair

The Vice-Chair assists the Chair in all ways possible and in particular:

- a) Acts as Chair in the absence of the Chair;

- b) Acts on behalf of the Chair at any function upon the request of the Chair; and
- c) Serves as the Board's representative on the Board of the London Middlesex Heritage Museum (Fanshawe Pioneer Village).

5.4 Hearings Committee

18. The Hearings Committee is a Standing Committee that meets at the call of the Chair. The Committee consists of the Chair, Vice-Chair, the Past Chair provided they are a member of the Authority, and two other members shall be elected from the Board.

The Hearings Committee may also serve the function of an Executive Committee as per the requirement of *The Conservation Authorities Act*; however, the practice of the Board is to deal with all matters before the whole Board rather than an Executive Committee.

The Hearings Committee responsibilities include:

- a) Conduct Hearings in accordance with Section 28(3) for regulations passed pursuant of *The Conservation Authorities Act*. The Hearings Committee will follow procedures as described in the "Hearing Guidelines for Conducting Hearings Pursuant to Section 28 of the Conservation Authorities Act."
- b) Conduct an annual performance review for the General Manager; and
- c) Conduct the hiring, evaluation and, if necessary, discipline of the General Manager. If, after following due process including Progressive Discipline, the termination of the General Manager is warranted, the Hearings Committee must first seek approval of the full Board.

5.5 Source Protection Striking Committee

Source Protection Striking Committee is a standing committee that is responsible for appointing members to the Source Protection Committee, and providing recommendations for the Committee Chair. It consists of two members from the Board of Directors of the lead Source Protection Authority (Upper Thames River Conservation Authority), and two members from the Board of Directors for each partner Source Protection Authority (St. Clair Region and Lower Thames Valley Conservation Authorities). The Conservation Authorities' General Managers and the Source Protection Coordinator support the Striking Committee, and meetings are called only as needed.

5.6 Confidential Matters

19. The Board, for purposes of dealing with legal, property or personnel and/or confidential matters, by resolution meet in 'Closed Session.' Minutes of 'Closed Session' meetings will be certified by the Executive Assistant and Chair and kept in the appropriate personnel and/or confidential file and not form part of the minutes of the regular Authority or Committee meeting.

No person other than UTRCA Members, the General Manager, and his/her delegate(s), and persons authorized by the Board of Directors shall attend 'Closed Session' meetings of the UTRCA.

5.6 Delegations

20. Delegations must request, in writing, their wish to appear before the Board prior to distribution of the meeting agenda which is typically mailed to Directors two weeks in advance of any scheduled meeting. The Chair's approval is required for all delegations.

If a delegation wishes to appear before the Board a second time regarding the same issue as their first appearance, they must provide the Chair evidence that new information will be presented.

6.0 Conclusion

This handbook is a tool to guide and assist the Board of Directors and General Manager in effectively and efficiently conducting business relevant to the Upper Thames River Conservation Authority. By clarifying the roles of the General Manager and Board of Directors, the policies presented encourage and support a positive, cooperative culture while ensuring effective communications.

Appendix A – UTRCA Code of Conduct

Upper Thames River Conservation Authority Director’s Code of Conduct Agreement

I, _____, a Director of **the Upper Thames River Conservation Authority (UTRCA)** Board of Directors declare that, in carrying out my duties as a Director, I will:

1. Exercise the powers of my office and fulfil my responsibilities in good faith and in the best interests of the Upper Thames River Conservation Authority.
2. Exercise these responsibilities, at all times, with due diligence, care and skill in a reasonable and prudent manner.
3. Respect and support the UTRCA’s policies, Code of Conduct, and decisions of the Board and membership.
4. Review all related meeting information prepared in advance, attend and fully participate in discussions of the Board, at all times keeping in mind the best interests of the organization as a whole.
5. Keep confidential all information I learn about clients, personnel, and any other matters specifically determined by Board motion to be matters of confidence including matters dealt with during in-camera meetings of the Board, both during my tenure on the Board and after leaving the Board.
6. Conduct myself in a spirit of collegiality and respect for the collective decisions of the Board and subordinate my personal interests to the best interests of the UTRCA.
7. Immediately declare any personal conflict of interest that may come to my attention.
8. Immediately resign my position as Director in the event either I or my colleagues on the Board conclude I breached my ‘Code of Conduct.’

Further, I hereby agree while carrying out my duties as a Director with the UTRCA, I will conduct myself in a manner that:

- Supports the Ends of the UTRCA;
- Serves the overall best interests of the UTRCA and its ownership rather than any particular constituency;
- Brings credibility and good will to the UTRCA;
- Respects principles of fair play and due process;
- Demonstrates respect for individuals in all manifestations of their cultural and linguistic diversity and life circumstances;
- Respects and gives fair consideration to diverse and opposing viewpoints;
- Demonstrates due diligence and dedication in preparation for and attendance at meetings, special events, and in all other activities on behalf of the UTRCA;
- Demonstrates good faith, prudent judgment, honesty, transparency, and openness in my activities on behalf of the UTRCA;
- Ensures the financial affairs of the UTRCA are conducted in a responsible and transparent manner with due regard for their fiduciary responsibilities and public trusteeship;
- Avoids real or perceived conflicts of interest;
- Conforms with the policies approved by the Board, in particular this Code of Conduct; and
- Publicly demonstrates acceptance, respect, and support for decisions made by the Board of the UTRCA.

Signature: _____

Date: _____



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

Phone: 519-451-2800

Website: www.thamesriver.on.ca

E-mail: info@thamesriver.on.ca

MEMO

To: UTRCA Board of Directors
From: Cari Ramsey, Health and Safety Specialist
Date: February 10, 2017
Subject: 2016 Health and Safety Summary - Revised

Agenda #: 6 (f)
File #116687

Recommendation:
That the UTRCA Board of Directors approve the 2016 Health and Safety Summary.

Report Purpose:
 This report is to inform the Board of the general Health and Safety issues that were present in 2016. The report will cover a first aid summary, general training across the authority, near misses and lost time accidents.

2016 First Aid Summary

INJURY CATEGORY	% OF TOTAL INJURIES	COUNTED FIRST AID REPORTS
Body, Neck & Back Injuries	8%	3
Legs or Foot Injuries	14%	6
Eye, Face and Head Injuries	14%	6
Hand/Finger & Arm Injuries	64%	27

***44 total reports**

2015 First Aid Summary

INJURY CATEGORY	% OF TOTAL INJURIES	COUNTED FIRST AID REPORTS
Body, Neck & Back Injuries	9%	3
Legs or Foot Injuries	18%	6
Eye, Face and Head Injuries	9%	3
Hand/Finger & Arm Injuries	64%	22

***34 total reports (down from last 2 years)**

2016 Injury Summary

- Reports are up in #'s (may be a case of more reporting being done)
- 2 dog bites were reported this year. A review of the "Interacting with Dogs" procedure was done, but no updates were required.
- In 2016 the #1 type of injury was cuts/punctures. #2 is bee/wasp stings.
- In 2016 scrapes and cuts to hands was the most common injury. This has been the case every year since doing first aid summaries.
- In 2015 we had 2 "lost time injuries", one required "return to modified work".
- Only one "near miss" was reported in 2016.
- No accident investigations were required to be done in 2016

2016 Training

The following items were types of training UTRCA staff obtained in 2016.

- WHMIS on-line (all staff receive WHMIS training yearly), this year staff was required to do WHMIS and Global Harmonization System (GHS) which will be the new WHMIS as of 2017
 - Health and Safety Orientation (all new staff, volunteers, students receive this training, as well as staff that have been away for more than a 3 month period)
 - -Train-the-trainer training (staff who are deemed "trainers" received instruction to ensure all staff are being trained at the same level....some staff still need to acquire this course)
 - Book 7 Training (all staff who drive vehicles take this training yearly), new staff have full training, full time staff receive a yearly refresher
 - Canoe and Kayak (we now have an in-house trainer). 7 staff members received their Level 1 ORCKA certification
 - Miscellaneous – Confined Space Entry, Fall Arrest, Technical Standards, Lock Out/ Tag Out, Transportation of Dangerous Goods, Use of Force, Crane Operation, Joint Health and Safety Committee Certification, Property Entry Training and others.
 - Supervisor training was given to all staff who required it and will continue into 2017
- All the same training will be done in 2017, with GHS replacing WHMIS officially this year. We have an on-house trainer, but some will be done on-line.

Recommended by:



Ian Wilcox
General Manager

Prepared by:



Cari Ramsey
Health and Safety Specialist



you need to carry out any studies. If necessary, our staff may visit your property to learn more about your project.

Regulations Staff contacts: Mark Snowsell (projects in the City of London), Karen Winfield (projects outside the City of London), Cari Ramsey (Regulation Limit mapping and data requests)



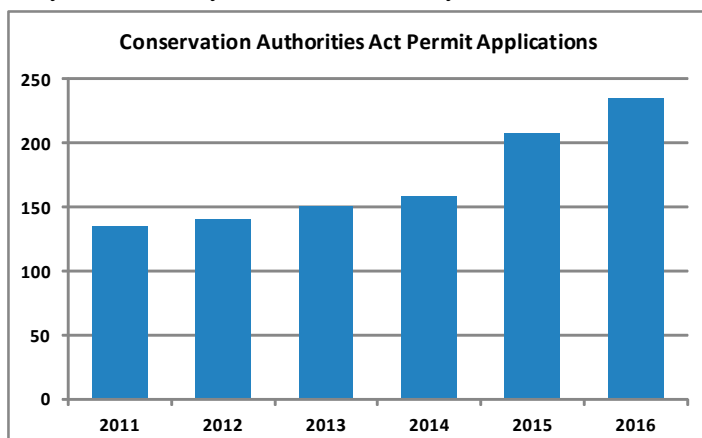
Potted conifers and deciduous trees at the Fanshawe CA workshop, waiting to be planted at sites across the watershed.

Working with Property Owners

If you are planning any construction work or development in a regulated area, you may need a permit from the UTRCA. Provincial laws and regulations give the UTRCA the responsibility to prevent or restrict development in areas where the control of flooding, erosion, pollution or the conservation of land may be affected.

Regulated areas include the land in or near rivers, streams, ponds, wetlands, steep slopes and floodplains. UTRCA Regulations Officers work with property owners by providing advice and issuing permits to help protect property in regulated areas. In 2016, the UTRCA processed 236 permit applications.

Our Land Use Regulations Officers can tell you how the regulation may affect your property. They may offer advice on how you can change your plan so it fits within the regulation. They can also tell you what documents you need to submit or if



Spring Tree Planting

The UTRCA's forestry unit is gearing up for another busy tree planting season. The planting crews will carry out a number of conservation efforts to help control soil erosion, buffer watercourses and retire marginal lands.

Rural landowners in the Upper Thames River watershed may be eligible to purchase trees through the UTRCA for tree planting projects on their property. Landowners have the option of planting the trees on their own, or paying for the UTRCA planting and maintenance service. Coniferous and deciduous seedlings and large stock trees are available.

Information on the private land tree planting program is available at www.thamesriver.on.ca. Many species are sold out, so please contact us for species availability, cost sharing opportunities, or to add your name to the list for a site visit next fall.

Contact: Brenda Gallagher, Forestry Technician

Western Fair Farm Show 2017

On March 8-10, Conservation Authority staff will be at this year's premier Southwestern Ontario Indoor Farm Show in London. UTRCA staff are involved with two displays, one UTRCA only and the other a joint CA forestry display.

Over 25,000 spectators are expected. The UTRCA has been part of this show for over 50 years promoting and exhibiting our agricultural and tree planting programs and services. We hope to see you there!

Contact: Brad Glasman, Manager, Conservation Services

Rural Landowners Workshop

This year's Rural Landowners Workshop will be at the St. Marys Pyramid Recreation Centre on March 21 at 7 pm. The topics will include woodlot health and management, cover crops, and managing runoff from farm buildings.

The workshop is an opportunity to speak with experts about environmental opportunities and grants in your watershed. Admission is free and all are welcome. Refreshments and door prizes will be provided.

Contact: John Enright, Forester



LID mimics a site's predevelopment hydrology by using small, simple designs and cost-effective landscape features at the lot level, to infiltrate, filter, store, evaporate and detain runoff close to its source.

Continuing the LID Learning

The UTRCA is hosting two workshops in March as part of ongoing Low Impact Development (LID) training. The workshops will benefit consulting and construction engineers, environmental consultants, conservation authority and agency staff, municipal engineers, planners, municipal inspectors, landscapers, contractors and contract administrators.

A workshop on March 2 focuses on erosion and sediment control (ESC). This workshop will look at the importance of and rationale for good erosion and sediment control, the various types of best management practices available, alternative options for dealing with problematic sites, and key recommendations for protecting LID practices. Participants will also learn about the tender process, specifically the challenges that tenders present and how to make them work for you. Examples of both good and bad ESC plans will help reinforce the principles of ESC planning. This workshop is being presented by staff from the Toronto and Region Conservation Authority (TRCA).

On March 29, a second workshop explores LID construction, inspection and maintenance. The instructors will highlight

potential errors, explain proper techniques, and share lessons learned from examples in southern Ontario and similar cold climate regions. This workshop is being presented by staff from Credit Valley Conservation and the TRCA.

These workshops are sponsored by the Ontario Ministry of the Environment and Climate Change and Environment and Climate Change Canada. Both events filled quickly. Plans are underway to offer them again in the fall.

Contact: Vanni Azzano, Community Education Specialist, or Imtiaz Shah, Environmental Engineer



Students of all ages participate in the Communities for Nature program.

Doing Good for Nature and Your Community!

The Communities for Nature program creates connections between businesses, industries and the local community, and improves the environment for everyone. The UTRCA works with groups such as schools, Junior Farmers, 4-H and local businesses interested in supporting local environmental initiatives. We meet with local partners to identify sites that can be restored, then coordinate community involvement in planting native trees, shrubs, wildflowers and aquatic plants. Projects range from small neighbourhood sites to large multi-year corporate and municipal initiatives.

The program's benefits include:

- Improving water and air quality
- Providing wildlife habitat
- Protecting endangered species
- Increasing biodiversity
- Providing opportunities for students to get involved in their community and to learn that their efforts make a difference
- Working with friends and neighbours
- Making our communities better places to live

Contact: Karen Pugh, Resource Specialist

Off-Season Nutrient Planning

The Priority Subwatershed Project continues into the 2017 calendar year. This project studies the impact of Best Management Practices (BMPs) on the water quality of Medway Creek, particularly with respect to phosphorus inputs.



January "Tailgate Meeting" for landowners in the Upper Medway Creek subwatershed.

Landowners in the Upper Medway Creek subwatershed meet regularly to discuss land management practices and how they affect the health of the creek. A highlight from the January Tailgate Meeting was the discussion about the 4R Nutrient Management Program being introduced to Ontario. The 4R concept incorporates the Right fertilizer source at the Right rate, at the Right time and in the Right place.

Soil sampling is also being conducted on area farms to help landowners make informed decisions about their nutrient applications. The UTRCA will continue to organize these tailgate meetings as part of the Great Lakes Agricultural Stewardship Initiative program.

Contact: Michael Funk, Agricultural Soil & Water Quality Technician

Hodges Pond – Cedar Creek Connection

Hodges Pond is located on Cedar Creek in Norwich Township, south of Woodstock. In 2001, a report recommended removing the Hodges Pond dam in order to improve the water quality of the creek. The report was part of a community-based process with multiple partners, including Oxford County, the City of Woodstock, Townships of Norwich and South-West Oxford, UTRCA, local landowners, and others.

A project is now underway to address the barrier issue. However, rather than removing the concrete dam structure, a revised option has been chosen that includes re-establishing the original route of Cedar Creek. The new channel will extend to the west of the existing dam, where surveys suggest the creek used to flow.



Digging a new channel from the creek towards the existing pond.

Much of the new channel was excavated in the fall and early winter of 2016. The remaining 6 metres of embankment will be removed during summer 2017, when flows are lowest. The new channel is more than 13 m wide at the bottom and 25 m wide at the top. Along its length, there are two stone riffles created from more than 300 tonnes of stone.

Once the rest of the embankment is breached, the upper-most riffle will slowly release the pond water, keeping the area stable while vegetation becomes established. Over several months, the stones will be readjusted until the riffle's final shape is stabilized and the creek is able to run freely.

This barrier is one of over one hundred barriers within the Thames River watershed that restrict the movement of fish and other aquatic life and degrade water quality by raising the water temperature and reducing oxygen levels. The area around Hodges Pond has many cold water springs and there is the potential to create an improved fishery.

The project is being carried out in partnership with Stewardship Oxford and the County of Oxford. Major funding comes from the Ontario Ministry of the Environment and Climate Change's Great Lakes Guardian Community Fund.

Contact: Brad Glasman, Manager, Conservation Services

Mini Water Festival in London Schools

More than 900 students at 10 London schools are participating in Mini Water Festivals this winter. The program is designed to encourage students to use new drinking water fountains and water bottle refilling stations being installed in their schools. The festival teaches students in grades 5 and 7 about the benefits of water for their own health, where their drinking water comes from, and how they can help protect water quality.

The UTRCA is delivering the program, in partnership with the City of London, Thames Valley District School Board, and London District Catholic School Board.



Grade 7 students teach grade 5 students about the pipelines that carry Great Lakes water to the City of London and other municipalities.

The Mini Water Festival teaches grade 7 students about water in their own environment, and encourages them to take on a leadership role in sharing what they learn. Some of the students lead grade 5 students through activity stations, while others use their creative skills to develop an art-based marketing campaign encouraging their peers to drink more water and use their school's new water bottle refilling stations.

The Mini Water Festival activity stations include:

- **Water Bodies:** Students explore the ways our bodies use water and how drinking water every day can help keep us healthy.
- **Drop in the Bucket:** Students learn about all the water in the world and how much is available for human consumption. They make a water bracelet, take an oath to protect and conserve our water, and help create a community art piece.
- **Perfect Pipelines:** Students test their problem-solving and planning skills by using pipes to move water from one of the Great Lakes to their tap.
- **A-Maze-ing Water Treatment:** Students run through an obstacle course with limbo poles, pylons and tubes to simulate drinking water going through the drinking water treatment process.
- **Our Water Footprint:** Working as a team, students race to investigate ways to conserve water in their everyday activities.

The Mini Water Festival is part of the Healthy Kids Community Challenge funded by the Ministry of Health and Long Term Care.
Contact: Linda Smith, Community Partnerships Specialist

2017 Watershed Report Cards Under Construction

2017 is a busy year for staff compiling information for the 2017 Watershed Report Cards (WRC), due out at the end of the year. Every five years, the UTRCA produces WRC for the 28 watersheds within the Upper Thames River watershed. Past issues were published in 2001, 2007 and 2012.

The WRC provide an assessment and letter grade for surface water quality and forest conditions. In addition to the grades, the report cards include information on current watershed features, groundwater resources, land-based activities, recommended actions, and highlights of progress since the last WRC were produced.

WRC allow us to track environmental changes over time and give an indication of program needs in light of current stressors. They also help to track progress towards the UTRCA's Environmental Targets.

The report cards summarize a large amount of technical information in a concise package to motivate and guide environmental action and on-the-ground projects. Over the years, they have been very well used by UTRCA staff as well as our municipal partners, agency staff, community groups and individuals.

Contact: Cathy Quinlan, Terrestrial Biologist, or Karen Maaskant, Water Quality Specialist

Pittock Fishing Hole

A new "fishing hole" has been created at Pittock Conservation Area through funding from Fisheries and Oceans Canada's Recreational Fisheries Community Partnership Program. Rock, dead ash trees and cedar logs were used to build more than



An 80 metre long shoal of rock and timber nears completion.



A drone view of the new rock shoal, which will be underwater during much of the year.

180 square metres of underwater shoals. The area will provide shelter for young fish as well as feeding and spawning habitat not otherwise found in this part of the reservoir.

In addition to the shoals, native hardwood trees and shrubs were planted around the small bay to buffer the area and offer seclusion.

The fishing hole is central to the campground and will offer angling opportunities for all park visitors.

Contact: Brad Glasman, Manager, Conservation Services

Lake Victoria Shoreline Enhancement Project

As winter arrived in December, an 80 foot long log cribwall was completed along the north shore of Lake Victoria in Stratford. Timing worked perfectly as the City was carrying out bridge work downstream. Lowering the lake level for that project allowed us to complete the cribwall in ideal conditions.

Two days were spent in late November building the 1500 lb crib sections. Most of the work was done by UTRCA staff, with the help of an Upper Avon River Conservation Club member. Over 1000 lag bolts and hundreds of 10 inch spikes secure the timber.

In mid-December, an excavator & operator dug out the area for the cribwall and lifted the cribs into place while staff finished installing additional bolts and nails. About 400 tonnes of stone

and a few loads of topsoil were added to the mix to complete the project. Next spring the Stratford Parks Department will re-establish the pedestrian trail through this area.



UTRCA staff enjoy a day of hard work and late season warm weather building 16' x 6' x 5' high timber cribs.



Nearing completion as the filter cloth is placed within the log cribwall.



After a bit of final grading, the cribwall is completed and ready for rising water levels and park users.

The project not only protects trail users but also stabilizes the bank. Live red osier dogwood cuttings were installed along part of the cribwall to create shade for the lake edge, along with a stony shoreline to improve aquatic habitat.

The project is in partnership with The Rotary Club of Stratford and the Avon River Environmental Association (AREA). The Ontario Ministry of the Environment and Climate Change's Great Lakes Guardian Community Fund provided project funding as did the Rotary Club and AREA.

Contact: Brad Glasman, Manager, Conservation Services



Plans are underway to implement the first saturated buffer project in Ontario in the spring, after a visit last fall to Ohio and Indiana to gain knowledge of edge-of-field monitoring and saturated buffer technology. This prefabricated three chamber Agri-Drain unit allows for controlled flow and monitoring and will be installed as part of the proposed saturated buffer project.

New Canada-Ontario Agreement Initiatives

The UTRCA recently entered into an agreement with the Ontario Ministry of Agriculture, Food and Rural Affairs to carry out several innovative and progressive agri-environmental projects through 2016-1018. Some of the projects include:

- constructing wetlands for tertiary water quality treatment off agricultural lands,
- creating a saturated buffer,
- monitoring a vegetated filter system designed to treat runoff from silage leachate that incorporates a steel-slag phosphorus filter,
- installing green infrastructure to reduce runoff from farm buildings,
- cover crop demonstrations, and
- thinning tree windbreaks.

Many of these projects will be profiled in upcoming issues of the FYI.

Contact: Tatianna Lozier, Agricultural Soil & Water Quality Technician

On the Agenda

The next UTRCA Board of Directors meeting will be February 21, 2017. Agendas and approved board meeting minutes are posted at www.thamesriver.on.ca; click on “Publications.”

- 2017 Draft Budget
 - Delegation - Perth South
 - Municipal Feedback
- Adoption of 2017 Proposed Budget and Municipal Levy
- Adoption of 2017 Flood Control Capital Levy
- Investment Policy
- Board Committee Role - Finance & Audit
- 2017 Capital Water and Erosion Control Infrastructure Projects
- Board of Directors Policy Handbook Updates
- 2016 Health and Safety Summary
- Administration and Enforcement - Section 28
- Priority Subwatershed Presentation
- Presentation of Service Awards
- Green Hair Spa Presentation
- Cade Property Dedication Presentation

Contact: *Michelle Viglianti, Administrative Assistant*