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AUTHORITY MEETING

Meeting Date/Time: Thursday February 16, 2023, 1:00 p.m.

Contact: Janice Hagan, Executive Assistant

519-364-1255 Ext. 221 or j.hagan@svca.on.ca

The next regular meeting of the Saugeen Valley Conservation Authority Board of Directors is scheduled for Thursday, February 16, 2023, at 1:00 p.m.

The meeting will be conducted onsite and in person at the Saugeen Valley Conservation Authority Administrative office, 1078 Bruce Rd 12, Formosa, ON, N0G 1W0

Please notify Janice Hagan if you are unable to attend.

Directors:

Chair: Barbara Dobreen

Vice Chair: Tom Hutchinson

2nd Vice Chair: Paul Allen

Member-at-Large: Steve McCabe

Larry Allison

Kevin Eccles

Tom Hutchinson

Gregory McLean

Dave Myette

Mike Niesen

Moiken Penner

Sue Paterson

Jennifer Prenger

Bill Stewart

Peter Whitten

Township of Southgate Municipality of Kincardine

Municipality of West Grey

Municipality of Grey Highlands

Township of Wellington-North, Town of Minto

Township of Huron-Kinloss

Municipality of West Grey

Municipality of West Grey

Municipality of Brockton

Town of Saugeen Shores

Municipality of South Bruce, Township of Howick,

Municipality of Morris-Turnberry

Municipality of Arran-Elderslie

Town of Hanover

Municipality of Kincardine

Municipality of Kincardine

Township of Chatsworth

Delegations:

Glenn Sheppard, Marsh Insurance

Sean Michael. Stephen, Watson and Associates Ltd.

Carl Seider, Drinking Water Source Protection

Saugeen Valley Conservation Authority

AUTHORITY MEETING

Thursday, February 16, 2023, 1:00 p.m.

AGENDA

1. Land Acknowledgement

We begin our meeting today by respectfully acknowledging the Anishinaabeg Nation, the Haudensaunee, the Neutral, and the Petun peoples as the traditional keepers of this land. We are committed to moving forward in the spirit of reconciliation with First Nation, Métis, and Inuit peoples.

2. Adoption of agenda

3. Declaration of pecuniary interest

4. Approval of minutes of Authority meeting – January 19, 2022

5. Presentations:

- a. Marsh Insurance – G. Sheppard
- b. User Fee Review – Watson and Associates Ltd. - S-M. Stephen
- c. Corporate Services – L. Molson
- d. Drinking Water Source Protection - C. Seider

6. General Manager's report – J. Stephens

7. Consent agenda

- a. Program report
- b. News articles for Members' information
- c. Correspondence
- d. Standing Committees Terms of Reference – J. Stephens
- e. Provincial Offences Officer Designation – E. Downing & D. Lacey
- f. Request for Endorsement: Permits Issued – E. Downing
- g. Policies
 - i. Accommodation Policy – J. Stephens
 - ii. Work from Home Policy – J. Stephens

8. New business

- a. Strategic Plan Update – J. Stephens
- b. 2023 Workplan – J. Stephens

9. Closed Session – To discuss a pending acquisition of land by the Authority

Adjournment

SAUGEE VALLEY CONSERVATION AUTHORITY

Minutes

Meeting: Authority Annual Meeting
Date: Thursday, January 19, 2023, 1:00 p.m.
Location: Administration Office, Formosa, ON
Chair: Barbara Dobreen

Members present: Paul Allen, Larry Allison, Kevin Eccles, Bud Halpin, Tom Hutchinson, Gregory McLean, Steve McCabe, Dave Myette, Mike Niesen, Sue Paterson, Moiken Penner, Jennifer Prenger, Bill Stewart, Peter Whitten

Staff present: Jennifer Stephens, Erik Downing, Donna Lacey, Elise MacLeod, Laura Molson, Lorne Chamberlain, Janice Hagan, Peyton Koebel, Kaleb Meyer, Anthony Quipp, Ashley Richards, Rick Rowbotham, Aaron Swayze, Lee Watson, Jill Wiersma, Elijah Wilson

Others present: Special guests and members of the public.

Chair Pro Tem Maureen Couture called the meeting to order at 1:00 p.m.

1. Appointment of Chair Pro Tem

Motion #G23-01

Moved by Bill Stewart

Seconded by Sue Paterson

THAT Maureen Couture be appointed Chair Pro Tem for the SVCA Authority meeting, January 19, 2023 (Agenda items 1-9).

Carried

The Land Acknowledgement was read by Barbara Dobreen:

We begin our meeting today by respectfully acknowledging the Anishinaabeg Nation, the Haudensaunee, the Neutral, and the Petun peoples as the traditional keepers of this land. We are committed to moving forward in the spirit of reconciliation with First Nations, Métis, and Inuit peoples.

2. Adoption of Agenda

Motion #G23-02

Moved by Barbara Dobreen

Seconded by Gregory McLean

THAT the SVCA Board of Directors adopt the agenda for the Authority meeting on January 19, 2023, as presented.

Carried

3. Declaration of Pecuniary Interest

No persons declared a pecuniary interest relative to any item on the agenda.

4. Adoption of Authority meeting minutes – December 15, 2022

Motion #G23-03

Moved by Steve McCabe

Seconded by Sue Paterson

THAT the SVCA Board of Directors adopt the minutes of the Authority meeting, December 15, 2022, as presented.

Carried

5. Introduction of Guests

Greetings were brought to SVCA from the following dignitaries and special guests:

Ben Lobb, MP, Huron-Bruce Riding

Lisa Thompson, MPP, Huron Bruce Riding

Randy Scherzer, Deputy CAO, Grey County

Barbara Dobreen, Deputy Mayor, Township of Southgate

Mike Niesen, Councillor, Municipality of South Bruce

Ed McGugan, Vice Chair, Maitland Valley CA, Municipality of Huron-Kinloss

Phil Beard, GM / S-T, Maitland Valley Conservation Authority

Scott Greig, Chair, Grey Sauble Conservation Authority

Tim Lanthier, CAO, Grey Sauble Conservation Authority

Dave Myette, Councillor, Municipality of Saugeen Shores

Bill Stewart, Councillor, Municipality of Kincardine

6. Staff service recognition

Maureen Couture and Jennifer Stephens presented the following service awards:

- Five Year Service Award: Lorne Chamberlain, Field Operations Assistant
- Fifteen Year Service Award: Erik Downing, Manager, Environmental Planning and Regulations

7. Chair's Address

The following address was given by the Past Chair, Maureen Couture:

“It has been my pleasure to serve as Chair of Saugeen Valley Conservation Authority from January 2021 to October 2022. 2022 was a year of re-establishment for Saugeen Conservation. The organization is now running with a full complement of staff, who have been hard at work, putting many re-tooled and refined programs and services into practice.

SVCA staff were heavily involved with multiple infrastructure projects, including but not limited to the Bruce County Road 3 Bridge Replacement, as well as Environmental Assessments on other bridge projects, and engineering inspections of SVCA flood and erosion infrastructure. These inspections were badly needed, with some structures never having received external inspections.

Huge fluctuations and rapidly changing forecasts have made for unpredictable weather and have highlighted the incredible importance of programs such as the highly anticipated Flood Watch. Extreme ranges in rainfall quantity are now commonplace. For example, the May 2022 Derecho storm event forecast range was 15-85mm because of localized storm cells. This represents a range that could be on one hand inconsequential and not meeting the minimum parameters of a safety statement, and on the other, potential severe localized flooding.

New stream gauge equipment was installed at the Cedarville location. Stream gauges measure the water levels and flows, which are used to inform the Flood Watch program. This is a milestone upgrade, with more to come.

Water resources staff continue to monitor water quality in our watershed and are working towards the completion of Watershed Report Cards, which are produced every five years in conjunction with Conservation Ontario.

A Utility Agreement was approved by legal counsel and is now in use. This covers liability related to any drilling in the proximity of SVCA flood and erosion control projects.

Multiple grant opportunities were pursued, and staff hope to be able to share some good news in the first quarter of this year.

The Environmental Planning and Regulations department implemented shortened permitting review timelines as a part of the client service and streamlining initiative. For SVCA permits, maximum review times were reduced to between 30-69 days.

322 permits were issued in 2022 with 0 permit denials. 488 Planning Act Applications were reviewed in 2022. 107 law firm inquiries made their way to SVCA with regards to property transactions.

The accuracy of SVCA review increased with additional technical expert resources being hired to support accurate and appropriate review around Lake Huron coastal hazards and floodplain hazards. Natural hazards were given the space they are due, and the watershed saw unprecedented development.

All told just shy of 2,000 new inquiries were made to the Environmental Planning and Regulations Department in 2022.

Bill 23's changes to the Conservation Authorities Act prompted an outcry of concern from the Authority, our participating municipalities, the public, and in some cases, even the development community. The implementation of these changes within the Authority and amongst our participating municipalities will continue through 2023.

Environmental planning and regulation staff are grateful to local landowners for continuing to manage their properties with the good of the watershed in mind.

Through the Forestry and Lands department, SVCA acquired two new properties by donation, for a total of over 160 acres. Staff worked hard to make the Glenelg property safe for visitors, performing a significant clean-up operation in only a short period of time.

Improvements were made to Stoney Island Conservation Area and Saugeen Bluffs Conservation Area received a new set of stairs to the panoramic lookout. While campgrounds saw a decline in bookings after the post-COVID boom, numbers remained robust and SVCA campgrounds and conservation areas continued to be the number one inquiry made by the public through search engines.

Enforcement of Section 29 under the Conservation Authorities Act began in July 2022, effective over all 21,921 acres of Saugeen Conservation property. SVCA staff are appointed as officers to enforce this section of the Act. Under this authority and with occasional help from local law enforcement, SVCA could ticket those in violation of the permitted uses of Authority lands. Specific areas of focus included the use of unauthorized vehicles, such as ATVs, off-leash animals, illegal camping, and after-hours presence. A 'permitted use' campaign was unrolled to the public, and reward tickets were issued to those complying.

Through Forestry, tree-marking services were provided for five private landowners. 28,000 trees were planted, and more than that number again were sold directly to landowners for independent planting. 22 managed forest tax incentive program plans were written, as well as the renewal of SVCA's five-year plan.

Saugeen Conservation has had a solid 2022, and though there have been changes, the outlook is positive. I look forward to the years ahead for Saugeen Valley Conservation Authority with confidence."

8. Presentation – 2022: A Look Back

Jennifer Stephens presented *2022: A Look Back* to the Board of Directors. She highlighted various accomplishments and changes that transpired at SVCA in 2022.

9. Election of Officers

a. Appointment of Scrutineers

Chair Pro Tem Maureen Couture declared all offices vacant and called for a motion to appoint two scrutineers, in the event of an election count.

Motion #G23-04

Moved by Mike Niesen

Seconded by Bill Stewart

THAT Tim Lanthier and Phil Beard be appointed as scrutineers for the election of officers as conducted on January 19, 2023.

Carried

b. Election of Chair

Chair Couture called for nominations for the position of Chair for 2023. Tom Hutchinson nominated Barbara Dobreen. No further nominations were received.

Motion #G23-05

Moved by Steve McCabe

Seconded by Sue Paterson

THAT the nominations for the position of Chair of the Saugeen Valley Conservation Authority for 2023 be closed.

Carried

Barbara Dobreen was acclaimed 2023 Chair of the Saugeen Valley Conservation Board of Directors.

c. Election of Vice Chair

Chair Couture called for nominations for the position of Vice Chair for 2023. Steve McCabe nominated Tom Hutchinson. No further nominations were received.

Motion #G23-06

Moved by Kevin Eccles

Seconded by Greg McLean

THAT the nominations for the position of 1st Vice-Chair of the Saugeen Valley Conservation Authority be closed.

Carried

Tom Hutchinson was acclaimed 2023 Vice Chair of the Saugeen Valley Conservation Board of Directors.

d. Election of 2nd Vice Chair

Chair Couture called for nominations for the position of 2nd Vice Chair for 2023. Larry Allison nominated Dave Myette. Steve McCabe nominated Paul Allen. No further nominations were received.

Motion #G23-07

Moved by Kevin Eccles

Seconded by Greg McLean

THAT the nominations for the position of 2nd Vice-Chair of the Saugeen Valley Conservation Authority be closed.

Carried

Dave Myette thanked his nominator but declined to stand for the position of 2nd Vice Chair. Paul Allen agreed to let his name stand and was acclaimed for the position.

e. Election of Member-at-Large

Chair Couture called for nominations for the position of Member-at-Large for 2023. Bud Halpin nominated Dave Myette. Barbara Dobreen nominated Steve McCabe. No further nominations were received.

Motion #G23-08

Moved by Kevin Eccles

Seconded by Greg McLean

THAT the nominations for the position of Member-at-Large of the Saugeen Valley Conservation Authority be closed.

Carried

Dave Myette and Steve McCabe both thanked their nominators and agreed to let their names stand for nomination. The Directors voted by secret ballot and the scrutineers informed Chair Couture that Steve McCabe was elected by the Directors as Member-at-Large.

Motion #G23-09

Moved by Greg McLean

Seconded by Tom Hutchinson

THAT Steve McCabe be appointed to fill the position of Member-at-Large of the Saugeen Valley Conservation Authority for the year 2023.

Carried

Motion #G23-10

Moved by Tom Hutchinson

Seconded by Kevin Eccles

THAT the secret ballots be permanently destroyed.

Carried

Barbara Dobreen assumed the position of Chair and thanked the Board of Directors for appointing her to that role.

10. Committee appointments

Motion #G23-11

Moved by Tom Hutchinson

Seconded by Paul Allen

THAT the following Directors be appointed as members to the SVCA committees for 2023:

- i. Forestry Committee: Tom Hutchinson, Paul Allen, Moiken Penner, Dave Myette
- ii. Property and Parks Committee: Bill Stewart, Larry Allison, Moiken Penner, Bud Halpin, Paul Allen
- iii. Water Resources Committee: Tom Hutchinson, Greg McLean, Dave Myette, Bill Stewart
- iv. Agricultural Advisory Committee: Steve McCabe, Dave Myette, Kevin Eccles, Mike Niesen.

Carried

Motion #G23-12

Moved by Steve McCabe

Seconded by Bill Stewart

THAT the SVCA Chair as voting delegate, Vice-Chair as first alternate, and General Manager/Secretary-Treasurer as second alternate, be appointed, to Conservation Ontario for 2023.

11. Consent agenda

Motion #G23-13

Moved by Larry Allison

Seconded by Bud Halpin

THAT the reports and information contained in the Consent Agenda, [Item11a-c], along with their respective recommended motions be accepted as presented.

Carried

12. New Business

- a. Appointment of Auditor

Motion #G23-14

Moved by Paul Allen

Seconded by Gregory McLean

THAT Baker Tilly SGB LLP be confirmed as the auditor to the Authority for the year 2023.

Carried

b. Appointment of Solicitor

Motion #G23-15

Moved by Paul Allen

Seconded by Steve McLean

THAT Beard Winter LLP and Mathews, Dinsdale & Clark LLP be appointed solicitors to the Authority for the year 2023 for general operations, with the option to engage the services of other local solicitors, as necessary.

Carried

c. Presentation: Forestry and Lands Department

Donna Lacey presented an orientation session to the Directors regarding the Forestry and Lands department.

Jennifer Stephens advised the members that there will be further Director training at the next two scheduled Board meetings as well as a separate training session for Environmental Planning and Regulations, to be conducted during the month of February.

d. Statutory administrative approvals

As a part of conducting its business affairs, SVCA is required to review and approve the Health and Safety policy and the Workplace Violence, Harassment, and Sexual Harassment policy on an annual basis.

Motion #G23-16

Moved by Dave Myette

Seconded by Tom Hutchinson

THAT the Saugeen Valley Conservation Authority Board of Directors re-affirm for 2023 the Health and Safety Policy; and,

FURTHER THAT the Saugeen Valley Conservation Authority Board of Directors Re-Affirm for 2023 the Workplace Violence, Harassment, and Sexual Harassment Policy.

Carried

Adjournment

There being no further business, the meeting adjourned at 2:50 p.m. on motion of Bill Stewart and Peter Whitten.

Barbara Dobreen
Chair

Janice Hagan
Recording Secretary



INSURANCE PROGRAM OVERVIEW

SAUGEEN VALLEY CONSERVATION AUTHORITY

February 16, 2023

A business of Marsh McLennan

1. Participating Authorities
2. Insurance & Risk Management Committee
3. Marsh Service Team
4. Program Structure
5. Coverage Overview
6. Directors & Officers Liability
7. Directors & Officers Insurance
8. Claims Process and Advocacy
9. Risk Management
10. Marsh Risk Consulting
11. Customized Risk Management for Conservation Authorities

Agenda

Participating Authorities

Conservation Ontario
Ausable-Bayfield Conservation Authority
Cataraqui Region Conservation Authority
Central Lake Ontario Conservation Authority
Credit Valley Conservation Authority
Crowe Valley Conservation Authority
Essex Region Conservation Authority
Ganaraska Region Conservation Authority
Grand River Conservation Authority
Grey Sauble Conservation Authority
Halton Region Conservation Authority
Hamilton Region Conservation Authority
Kettle Creek Conservation Authority
Lake Simcoe Region Conservation Authority
Lakehead Region Conservation Authority
Long Point Region Conservation Authority
Lower Thames Valley Conservation Authority
Lower Trent Region Conservation Authority

Maitland Valley Conservation Authority
Mattagami Region Conservation Authority
Mississippi Valley Conservation Authority
Niagara Peninsula Conservation Authority
Nickel District Conservation Authority
North Bay – Mattawa Conservation Authority
Nottawasaga Valley Conservation Authority
Otonabee Region Conservation Authority
Quinte Conservation Association
Raisin Region Conservation Authority
Rideau Valley Conservation Authority
Saugeen Valley Conservation Authority
Sault Ste. Marie Region Conservation Authority
South Nation River Conservation Authority
St. Clair Region Conservation Authority
Toronto and Region Conservation Authority
Upper Thames River Conservation Authority

Insurance and Risk Management Committee



Insurance & Risk Management Committee

Members

Carl Jorgenson, Nickel District CA ~ Chair

Laura Molson, Saugeen CA ~ Recording Secretary

Denyse Landry, Otonabee CA ~ Former Chair

Tammy Smith, Quinte Conservation

Karen Armstrong, Grand River CA

Kelly Vandette, Lower Trent CA

Jessica Nigro, Toronto Region CA

Alyse Cullen, Lake Simcoe CA

Scott Fleming, Conservation Hamilton

Andrew Kett, Credit Valley CA

Angela Coleman, Conservation Ontario (ex-officio)

Insurance & Risk Management Committee

Mandate

Manage and provide for a system of insurance coverage(s) for Authorities, Source Protection Authorities and Conservation Ontario that is affordable and meets the corporate requirements, as well as the best interests of the participating Authorities.

Marsh Service Team



Marsh Service team

Conservation Ontario & Conservation Authorities

STRATEGIC ADVISORY & ACCOUNTABILITY

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Managing Director
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Greg.C.Fisk@marsh.com

CLIENT EXECUTIVE

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Professional Lines Placement

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GLOBAL PLACEMENT

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Travel Accident

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RISK ADVISORY

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SPECIALTY RESOURCES

Environmental

Aviation/Drones

Marine

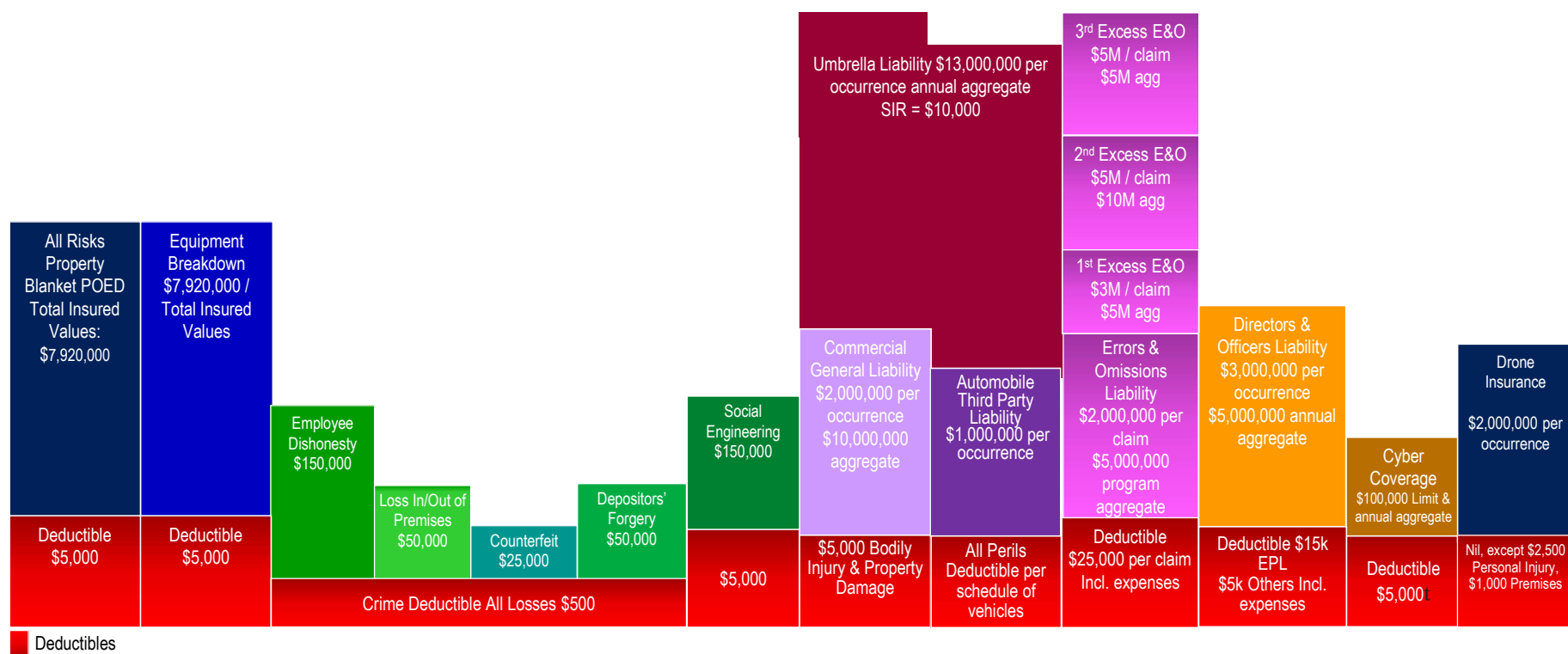
Travel Accident

Employee Benefits

Program Structure



Program Structure



Questions?

Coverage Overview



Sageen Valley Conservation Authority

Current Coverage

Coverage	What does it cover?	Limit	Deductible
Property - All Risk	<ul style="list-style-type: none"> All risk of direct physical loss or damage to all physical assets (subject to exclusions) that you own or that you are responsible to insure including Buildings, Contents, and Mobile Equipment including Unlicensed Vehicles 	Blanket POED, Total Insured Values: \$7,920,000	\$5,000 except; Flood \$10,000 Windstorm: 2% of loss, min. \$50,000 Earthquake: 3% of loss, min. \$100,000
Equipment Breakdown	<ul style="list-style-type: none"> Covers same property as above (for losses otherwise excluded from the Property policy) for damage from sudden and accidental explosion of pressure vessels and breakdown resulting in damage to objects including boilers, compressors, central air conditioning units, refrigeration equipment, motors, switch gear, transformers etc. 	\$7,920,000	\$5,000
Crime - Employee Dishonesty	<ul style="list-style-type: none"> Provides coverage for loss of money, securities through the dishonest acts of employees 	\$150,000	Crime Deductible All Losses \$500
Crime - Loss In/Out of Premises	<ul style="list-style-type: none"> Provides coverage for loss of money, securities through the dishonest acts of others 	\$50,000	Crime Deductible All Losses \$500
Crime - Counterfeit	<ul style="list-style-type: none"> Provides coverage for loss of money from Counterfeit Currency 	\$25,000	Crime Deductible All Losses \$500
Crime - Depositors' Forgery	<ul style="list-style-type: none"> Provides coverage for loss of money, securities from Depositors Forgery Fraud 	\$50,000	Crime Deductible All Losses \$500
Crime – Social Engineering	<ul style="list-style-type: none"> Covers fraud committed by a person purporting to be a vendor, client or employee and intentionally misleading the employee to surrender money or securities 	\$150,000	\$5,000 Deductible

Sageen Valley Conservation Authority

Current Coverage Overview

Coverage	What does it cover?	Limit	Deductible
Commercial General Liability	<ul style="list-style-type: none"> Covers legal expense to defend and pay the Insured's legal obligation for damages because of liability imposed by law, or assumed under contract, due to third party bodily injury, personal injury or damage to third party property 	\$2,000,000 per occurrence \$10,000,000 program aggregate	Bodily Injury & Property Damage Deductible \$5,000 excluding expenses
Automobile – Liability and Physical Damage	<ul style="list-style-type: none"> Covers legal expense to defend and pay the Insured's legal obligation for damages from Bodily Injury and Property damage to Third Parties from an Automobile Accident Benefits for Insureds Physical Damage for the owned/leased Automobile 	\$1,000,000 per occurrence	All Perils Deductible: As per Schedule of Vehicles Buses \$2,500 minimum
Umbrella Liability	<ul style="list-style-type: none"> Provides excess limits of liability for a total limit of \$15,000,000 Commercial General Liability and \$14,000,000 Automobile Liability 	\$13,000,000 per occurrence annual aggregate	\$10,000 only if providing primary coverage (ie.exhaustion of underlying)

Sageen Valley Conservation Authority

Current Coverage Overview

Coverage	What does it cover?	Limit	Deductible
Errors & Omissions(E&O) 1st Excess E&O 2nd Excess E&O 3rd Excess E&O	<ul style="list-style-type: none"> Covers financial damages to third parties for loss caused by professional errors or omissions in providing services under the Conservation Act or Source Water Protection Act to third parties for a fee, such as negligence in the issuance of building permits and or rezoning, maps, plans, surveys, etc., by the Authority Note: This is a “Claims-Made” policy, so any knowledge of a threat of a potential claim must be reported immediately to Insurers during the policy period when first made against an Insured 	\$15,000,000 per claim / \$25,000,000 annual aggregate including expenses	Deductible \$25,000 per claim including expenses
Directors & Officers Liability	<ul style="list-style-type: none"> Covers directors, officers, management, and the organization against liability arising from any alleged wrongful act in directing the business affairs of the Authority or Foundation and includes Employment Practices and Fiduciary liability. Note: This is a “Claims-Made” policy, so any knowledge of a threat of a potential claim must be reported immediately to Insurers during the policy period when first made against an Insured 	\$3,000,000 per occurrence \$5,000,000 annual aggregate	\$Nil for non-indemnifiable losses against Insured Persons \$15,000 Employment Practices Liability losses including expenses \$5,000 All other losses including expenses
Cyber Coverage	<ul style="list-style-type: none"> First Party Coverage – provides Cyber breach coach and covers Insured’s expenses from a Cyber Breach, including, Crisis Management Expenses, Network Extortion, Data Restoration and Loss of Income Third Party Coverage – covers cost of defense and liability due to alleged harm caused to others from Privacy Liability, Network Security Liability, Internet Media Liability, Network Extortion and Regulatory Proceedings Note: This is a “Claims-Made” policy, so any knowledge of a threat of a potential claim must be reported immediately to Insurers during the policy period when first made against an Insured 	\$100,000 Policy Limit \$100,000 Annual Aggregate Business Interruption Sublimit: \$100,000 Data Restoration Sublimit: \$100,000	Deductible \$5,000

Questions?

Directors and Officers Liability



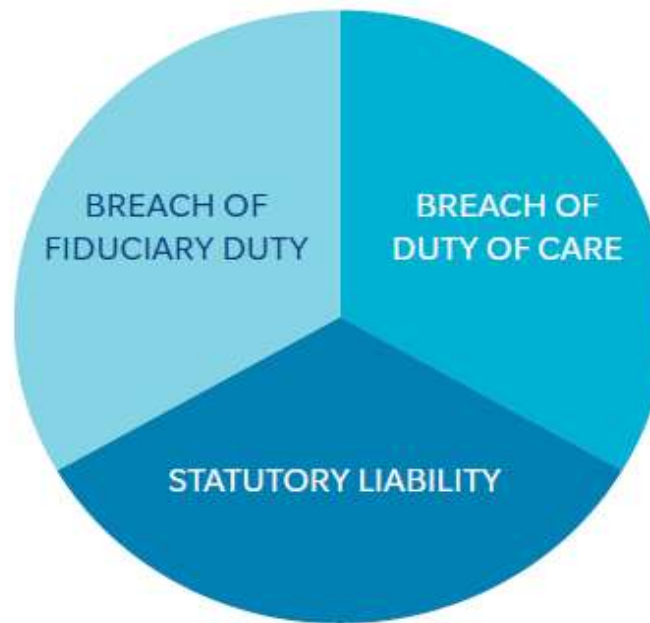
Directors and Officers Responsibilities

Legal Duties and Obligations

- All directors and officers are expected to act honestly and in good faith in the best interests of the 'entity' whose board they sit on, and 'not' in their own interests or their employers. (Fiduciary Duty)
- All directors and officers shall exercise the care, diligence and skill that a reasonably prudent person (or professional) would exercise in comparable circumstances. (Duty of Care)
- Ensure Federal and Provincial statutes are adhered to including Financial, Labour, Health & Safety, Tax and Environmental laws which are increasingly imposing personal liability on Directors & Officers (Statutory Duty)

Legal Framework

There are three bases by which personal liability can be imposed on directors and officers;



Fiduciary Duty

Directors and officers have a duty to act in the best interests of the organization, and not in their own interests:

- “Every director and officer of a corporation in exercising his powers and discharging his duties shall,
- (a) act honestly and in good faith with a view to the best interests of the Corporation” (i.e. Business Corporations Act (Ontario) (“OBCA”), section 134(1), Canada Business Corporations Act (“CBCA”), section 122(1)).
- Examples of areas in which directors and officers have been held personally liable for violation of this duty include the following:
 - Conflicts of interest;
 - Competing with the corporation to its detriment;
 - Realizing personal gain from the use of material, non-public corporate information (insider trading); and
 - taking personal advantage of a corporate opportunity.

Duty of Care

Directors and officers are also under a duty of care:

- “Every director and officer of a corporation in exercising his powers and discharging his duties shall,
- (b) exercise the care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances.” (i.e. OBCA, section 134(1), CBCA, section 122 (1)).
- This duty requires not only reasonable behaviour with respect to matters submitted for approval but also reasonable inquiry and monitoring of corporate affairs. Directors and officers may rely on outside expertise but they must monitor the outside professional to ensure that the task is being completed properly. Recent trends also indicate that courts favour interpreting the standard of “prudent person” as “prudent professional” if the director or officer has special training or expertise, thereby increasing potential liability.

Statutory Liabilities

The following is a sample of various federal and provincial statutes which may affect directors and officers:

- Corporate and Securities Legislation
 - Bankruptcy and Insolvency Act
 - Competition Act
 - Ontario Securities Act
 - Investment Canada Act
- Obligations to Employees:
 - Employment Standards Act (Ontario)
 - Occupational Health and Safety Act (Ontario)
 - Canada Labour Code

Statutory Liabilities (con't)

- Obligations to Government for Taxes and Source Deductions:
 - Income Tax Act
 - Retail Sales Tax Act (Ontario)
 - Excise Tax Act
- Environmental Legislation:
 - Environmental Protection Act (Ontario)
 - Ontario Water Resources Act
 - Ontario Mining Act
 - Canadian Environmental Protection Act

Recent trends in legislation show the desire to hold directors and officers increasingly liable for their actions and the conduct of the company.

Questions?

Directors & Officers Insurance



Directors and Officers Insurance

What is Covered:

- Covers directors, officers, management, and the organization against liability arising from any alleged wrongful act in directing the business affairs of the Authority, Foundation or while acting on the Board of an associated Non-profit organization
- Coverage written on a CLAIMS-MADE basis meaning claims must be first made against an Insured and reported to Insurers during the policy period.
- Defence Costs included in limit of liability

Limits of Liability:

- | | |
|---|-------------|
| • Each Wrongful Act | \$3,000,000 |
| • Additional Limit dedicated to Insured | |
| Persons where indemnity not permitted | \$1,000,000 |
| • Annual Aggregate | \$5,000,000 |

Deductible:

Nil Insured Persons Non-Indemnifiable
\$15,000 Employment Practices
\$ 5,000 All other losses

Who is Insured

- The Entity
- Any non-profit subsidiary as at the inception date of coverage
- Any non-profit subsidiary acquired or created after inception date of coverage – must be reported within 90 days
- Any person who was, now is, or shall be a director, officer, trustee, employee, volunteer or any member of any duly constituted committee of the entity
- Source Water Protection Committee
- Conservation Foundation

Coverage Details

Wrongful Act:

- Any actual or alleged error, omission, misstatement, misleading statement, neglect, breach of duty or negligent act

Claim means:

- Written / oral demand for compensatory damages
- A civil proceeding commenced by the service of a statement of claim
- An arbitration proceeding or formal administrative or regulatory proceeding, formal investigative order or similar document

Damages:

- Compensatory
- Punitive / Exemplary

Coverage Details (Con't)

Key Exclusions:

- Matters covered under other policies – bodily injury / property damage
- Matters uninsurable – fraudulent, dishonest or criminal acts, including the consequences - fines & penalties
- Insured person gaining any profit, remuneration
- Actual or alleged breach of contract
- Grievance brought pursuant to collective agreement
- Rendering or the failure to render professional services for others

Coverage Details (Con't)

Key Extensions

Spousal Liability

- In the event that a claim joins a director/officer's spouse in an attempt to access their assets, the policy provides coverage for the amounts the spouse becomes legally obligated to pay as a result of the claim

Employment Practices Liability

- Provides coverage for directors, officers and employees for claims arising out of employment-related issues such as wrongful dismissal, discrimination, sexual, or workplace harassment

Coverage Details (Con't)

Outside Directorship Liability

- Coverage extends to an insured person while acting as a duly elected directors, officer or trustee of an outside non-profit entity provided such position is held at the request of the insured entity

Fiduciary Liability

- Actual or alleged act, error or omission arising out of the management of or administration of a benefit plan

Questions?

Claims Process and Advocacy



Marsh Claims Practice

Claims Process – Conservation Ontario Program

1. Dedicated Marsh Claims Advocates will be the first point of contact
2. Provide advice & guidance on incidents, circumstances, and formal claims; as well as facilitate reporting to Crawford as the Third-Party Administrator
3. Authorities encourage:
 - CO staff to properly document events (completed incident reports, photos, etc.)
 - CO staff to report all matters (small or large) to Marsh (via Samm)
4. Crawford as Third-Party Administrator
 - Crawford's Role
 - Incident Only vs. Formal Claim file
5. Marsh Incident Report Forms
6. Claims Advocacy - We advocate on your behalf for all claims. Our national claims advocates have been successful in recovering over \$500 million in Canada for our clients in respect of denied or partially denied Canadian claims over the past four years.

Claims: Marsh Contacts

Samantha Madeley
Claims Analyst
416.868.2688

Samantha.Madeley@marsh.com

Pauline Saliba
Claims Advocate
416.868.2758

Pauline.Saliba@marsh.com

Marsh Claims (General)
Toronto.Claims@marshcanadaclaims.com
1.855.627.7454

Questions?

Risk Management



Risk Management

Prevention - What can be done to prevent or diminish or defend incidents which can lead to claims ?

- Ensure all decisions are made in good faith for the benefit of the Authority and are in line with its goals and policies.
- Disclose any conflict of interest and if applicable remove yourself from the matter.
- Ensure no statutory obligations are being violated
- Have a 'process' to objectively consider all hazards, risks, evidence, and professional opinion for all decisions.
- Ask for additional evidence or alternate professional opinions if required.
- Follow the professional opinions received, particularly your own professional staff, otherwise you risk losing your defence to Directors & Officer claims as well as the defence to Errors & Omissions claims against your Professionals.

Risk Management (Con't)

- Fully document everything – including the evidence, reasoning for all decisions, actions taken, as well as reasoning for not taking further actions or precautions
- Prepare documentation assuming that a claim may not be brought forward for several years and everyone involved will no longer be around or able to remember any details
- Maintain good records - Records management protocols

THIS DOCUMENTATION WILL BE YOUR **DEFENSE** IN COURT

Risk Management

The New Reality of Risk

A focus on cost has led to neglect of risk despite a changing risk landscape:

- **Reputation damage** can be more important than the direct financial loss.
- Increased regulatory scrutiny and requirements.
- Increased propensity for people to sue
- Increased probability of finding fault and awarding judgements
- Increased likelihood of large judgements and class action lawsuits

Protect Yourself

- Beware of your duties
- Declare your interest
- Know your other D&O's
- Know what's going on in the Authority

Protect the Authority

- Clear lines of authority
- Develop / enforce corporate policies – regular monitoring
- Assign responsibilities, authority and resources for regulatory compliance
- Recognize “danger signs” – seek advise

Questions?

Marsh Risk Consulting



ORGANIZATIONAL RISK & RESILIENCE ENTERPRISE RISK SERVICES

- Risk Strategy Development
- Enterprise Risk Management - Identification, Assessment, Framework Development and Facilitation.
- Enterprise Risk Quantification
- Risk Appetite Development
- Insurable Exposure Review
- ERM Program Review
- Capital Project - Lifecycle Risk Management
- Clinical Risk Management

BUSINESS CONTINUITY MANAGEMENT

- Business Continuity Program Development & Assessment
- Crisis Management Plan Development
- Emergency Response Planning
- Simulations and Training
- Business Continuity Program Review / Audit
- Pandemic Preparedness

WORKFORCE STRATEGIES

- Prevention - Health and Safety Management, Behavioral Risk, Ergonomics
- Workers Compensation and Disability Claims Management
- Human Capital Risk Due Diligence Audits
- Construction Safety
- Transportation Risk Control Program Development - Fleet RiskGapSM, Driver Training and Awareness

PROPERTY RISK CONSULTING – RISK ENGINEERING, CONTROL & MITIGATION

- Risk Control System Performance Measurement – RiskGapSM, Risk Ranking, Benchmarking.
- Operational Risk Evaluation - Property / Liability Analysis of Loss Potential, Risk Improvement, 'Risks to Manage'
- Process Safety Risk Consulting
- Insurance Placement Support - Underwriting Surveys, Information Management, Insurer Liaison, Loss Estimates, Policy Limit Review
- Fire Protection Consulting - Specification and Review
- Hazardous Materials Modeling (SLAM, PHAST) - Siting Studies, Third Party Impact Assessment
- Premises Liability - Assessment, Tribometry
- Machinery Risk Solutions* - Risk Control and Maintenance Program Advisory; Exposure Analysis (*service via Marsh MRS Group)
- Security Consulting - Vulnerability Assessments, Planning, Policy and Procedures
- Risk Awareness, Communication and Training - Workshops, 'MRC On-Line'
- Technical Graphics

RISK MANAGEMENT OPERATIONS, TECHNOLOGY & ADMINISTRATION

- Class Action Claims Administration
- Credentialing Risk Management
- Protection System Impairment Management
- Tailored Solutions

FINANCIAL ADVISORY SERVICES

- Pre Loss Exposure Analysis - Development and Evaluation of BI Values, Quantify Anticipated Maximum Business Interruption Losses
- Post Loss Claims Accounting and Preparation - Measurement / Presentation of Large Property and Business Interruption Claims
- Construction Consulting - Project Advisory, Governance and Dispute Resolution
- Forensic Accounting
- Litigation Support - including Expert Testimony
- Mass Tort
- Valuation - Property Replacement Costs - Guidance and Appraisal

ANALYTICS

- Customized Risk Quantification – Fault / Event Tree Analysis
- Geographic Portfolio Review - Exposure Mapping and Spatial Analysis
- Natural Hazards Analysis and Modeling - Quake, Windstorm, Flood, Hail
- Financial Modelling and Analysis
- Risk Retention Studies and Reserve Analysis
- Collateral Analysis
- Insurance Optimization and Loss Forecasting
- Risk & Premium Allocation
- Captive Feasibility Studies

Matrixed across our Practices, MRC has a number of defined national specialties each with a Specialty Leader, services and resources tailored to the segment. This alignment drives thought leadership and enables customized measurement, mitigation and resiliency solutions for each unique risk profile.

MRC SPECIALTIES

- Mining
- Forest Products
- Natural Hazards
- Real Estate
- Power, Energy & Nuclear
- Healthcare & Life Sciences
- Chemical & Petrochemical
- Transportation
- Construction

Questions?

Customized Risk Management



Risk Management Services specifically for Conservation Authorities

- Contract Reviews
- Customized Risk Management Site Visits include;
 - Property Loss Prevention Engineering
 - Casualty Loss Prevention
- Track Claims across all Conservation Authorities to identify trends to help guide risk management priorities
- Risk Toolkits – Developed specifically for Conservation Authorities to share customized Risk Management best practices
- Crisis Management Planning Guideline and Template

Questions?

MRC Risk Toolkit examples



RISK MANAGEMENT UPDATE

Land Criteria

MARSH RISK CONSULTING



Risk Management Toolkit – Land Classification, Signage, and Maintenance Leading Practice

Purpose:

To provide a classification method for Conservation Authority owned and managed lands as they relate to the Standards of Care defined by the Occupier Liability Act (OLA), and provide guidance regarding signage and maintenance protocols/procedures within each classification.

The Basis for Liability:

Note: The information below is provided as a guide – it is not meant, nor does it define standards of care. Authorities should seek legal advice on the implementation and impact of the Trespass to Property Act (TPA) and Occupier Liability Act (OLA). Each authority should design their own protocols and procedures with consideration for the resources they have available. These guidelines are designed to provide guidance, not definitive answers.

Content:

Land Classification

The following table outlines the criteria used to develop three broad land classifications which follow the standards of care set out by the Occupier Liability Act (OLA).

Land Classification	Criteria
Minimal Liability	Lands in this category may include: <ul style="list-style-type: none">• Areas where access is prohibited using clearly marked 'No Trespass' / boundaries marked as per the Trespass to Property Act• May be a result of hazard or regulated land ownership, lands managed for environmental resource protection, significant species and or habitat protection.• Lands may be inaccessible to various modes of travel
Moderate Liability (Lower Standard OLA)	Lands in this category may include those where: <ul style="list-style-type: none">• The Authority does not prevent activity, but few facilities and management of elements with some signage. Activity is accepted or deemed invited

RISK MANAGEMENT UPDATE

Incident Reporting

MARSH RISK CONSULTING



Risk Management Toolkit – Incident Reporting Leading Practice

Purpose

To ensure Conservation Authorities ('CA's) document relevant information and details after an incident in order to ensure the CA is able to refer back to all actions taken in the event the organization has to deal with liability issues.

General Note:

The information below is provided as a guide – it is not meant, nor does it define standards of incident reporting requirements. Each authority should design their own protocols and procedures with consideration for the resources they have available. These guidelines are designed to provide guidance, not definitive answers.

Why is it important to document an incident?

The CA should document (and retain) all information regarding an incident involving patrons or employees. Should a claim or law suit be filed, it is important that all information regarding the incident be available and accurate. It is difficult to remember details long after an event occurs.

In addition to having specific CA incident and injury reporting form and processes Marsh Canada Ltd. also has incident reporting forms available to all Authorities specific to the type of incident and corresponding insurance policy which might be used in the event of a claim. Please contact Paul Speck or Glenn Sheppard to receive copies of the form:

RISK MANAGEMENT UPDATE

Hazard Tree Policy

MARSH RISK CONSULTING



Risk Management Toolkit – Hazard Tree Policy Leading Practice

Purpose

The ability of and scale of risk of 'hazard trees' varies significantly across lands owned and managed by a Conservation Authority across the province, and, the resources available to implement a policy are also significantly variable. Therefore, the objective of this document is to provide guidance that can be utilized by an authority when developing their own hazard tree policy to meet their specific needs.

General Note:

The information below is provided as a guide – it is not meant, nor does it define standards of hazard tree policies. Each authority should design their own protocols and procedures with consideration for the resources they have available. These guidelines are designed to provide guidance, not definitive answers.

Authorities are encouraged to develop two elements to address specific risks:

- **A Policy** – this is a simple statement that recognises that there is an 'issue' and that the authority will 'respond' to that 'issue'.
- **A Process** – a Standard Operating Procedure or a Process must be linked to the statement of policy – how are you going to do what you say you are going to do.

RISK MANAGEMENT UPDATE

Crisis Management Plan

Incident Response

- Checklists for incident based responses
- Contact information for responding personnel / agencies

Incident Response Support Details

- Considerations following an evacuation

Incident Management Team Roles and Responsibilities

- Crisis management roles outlined

Crisis Communications

- Internal & external communication strategies

Business Continuity

- Continuity & recovery strategies

Crisis Management Planning Guide

Introduction to Crisis Management Planning

Purpose of the plan

Developing Your Crisis Management Plan

Step by step guide to complete sections of the plan

Incident Management Team roles explained

Crisis Communication background information

Business Continuity considerations

How to Use Your Crisis Management Plan

Guide for implementing each section of the plan

Awareness and Preparedness

Crisis Management considerations

RISK MANAGEMENT UPDATE

Crisis Management Plan - Template

Incident Response

Incident response focuses on the actions to implement upon notification or discovery of situations that affect the immediate safety and wellbeing of our visitors and staff.

1.1 Emergency Coordinators

The individuals listed below are to be notified in order to respond immediately for any life safety issue.

Name	Shift	Responsibility	Business #	Mobile #
		Facilities		
		First Aid		
		Fire Warden		

1.2 Emergency Contacts

Contact details for key entities that may support the incident response are listed below.

Service	Name	Address	Phone #
Emergency	—	—	9-1-1
Hospital			
Walk-in Clinic			
Public Health Authority			
Electrical Contractor			
Natural Gas			
Fire Station			

RISK MANAGEMENT UPDATE

Crisis Management Planning Guide

Developing Your Crisis Management Plan

Throughout this Developing Your Crisis Management Plan section, we'll walk through the considerations you should have and the tasks you should perform as you document the information into your actionable Crisis Management Plan. Be sure to consult your Crisis Management Plan as you address the various elements of this section. Completing and addressing the issues in your Crisis Management Plan as you go point-by-point through this section is highly recommended.

To begin, be sure to adjust the Authority Identifier on the cover page of the Crisis Management Plan to reflect the specific authority for which the plan is being developed.

The section numbers indicated below refer directly to the corresponding numbers in the Crisis Management Plan. Upon addressing the considerations as per the sections below, turn to the Crisis Management Plan's corresponding section to input the appropriate information.

Crisis Management Plan – Section 1 – Incident Response

Overview

The Incident Response section in the Crisis Management Plan documents the key contact numbers and hazard based checklists that can be consulted by any responder upon becoming aware of an incident.

1.1 Emergency Coordinators are individuals who need to be contacted immediately upon discovery of an incident. They should have in depth insight as to the management of the facility and utilities and should be intimately familiar with the expected response. It would also be beneficial if they were trained in first aid response.

1.2 Emergency Contacts represent key entities that may support the response to various types of incidents. Contact information should be documented for all organizations that may need to be notified of an incident or have their involvement requested. These contacts may include utilities, repair contractors, emergency responders, etc.

RISK MANAGEMENT UPDATE

Occupational Driving Guidance

Purpose:

Conservation Authorities often require employee and volunteer members to operate vehicles on their behalf, whether it be for the transportation of personnel, the public, and equipment, or simply to pick up food and beverage. Each of these activities creates risk exposure to Authorities. This document aims to provide guidance regarding risk prevention and transfer mechanisms for employee and volunteer drivers operating light / private passenger vehicles (requiring a class G license) on behalf of Conservation Authorities.

The Basis for Liability:

Note: The information below is provided as a guide – it is not meant, nor does it define standards of care. Each authority should design their own protocols and procedures with consideration for the resources they have available. These guidelines are designed to provide guidance, not definitive answers.

Content:

How to Identify Risks

The Authority faces risk exposure when any employee / volunteer members are operating a motor vehicle on behalf of the authority (occupational driving). Risk exposures may be considered for the following:

Employee Drivers

According to Workplace Safety and Insurance Board guidelines, driving is considered to be in the course of employment when an employee is:

- going to or from work in transport under the control and supervision of, or chartered by, the employer
- travelling on company business, by the most direct and uninterrupted route, under the supervision and control of the employer
- travelling to or from a convention and/or participating in convention activities

RISK MANAGEMENT UPDATE

Authorization and Waiver to Transport Minors

Authorization is Valid: _____

Child's First Name: _____ Last Name: _____

Date of Birth: _____

Special Accommodation: _____

I authorize the _____ Conservation Authority to transport my minor child in a company, or personal, vehicle, driven by an individual authorized by _____ Conservation Authority. I understand my child is expected to follow all applicable laws regarding riding in a motor vehicle and is expected to follow the directions provided by the driver and/or staff or volunteer.

I have read, understand, and discussed with my child:

1. My child will travel in a motor vehicle driven by an adult and my child is to wear their safety belt during travel;
2. My child is expected to listen to supervising staff/driver, respect staff and other children, the vehicles they ride in, and the people they travel with during the trip;
3. Riding in a motor vehicle may result in personal injuries or death from accidents, collisions or acts by riders, other drivers, or objects; and,
4. My child is to remain in their seat and not be disruptive to the driver of the vehicle.

Initial each statement

_____ I recognize participation in CA activities, as with any activity involving transportation, my

RISK MANAGEMENT UPDATE

Risk Transfer in Contracts

Purpose:

Conservation Authorities often engage with third parties who operate activities on their land, or on their behalf. These activities create risk exposure to Authorities. This document aims to provide guidance regarding risk transfer in contracts with third parties, important provisions to be included in contracts, as well as insurance clauses.

The Basis for Liability:

Note: The information below is provided as a guide – it is not legal guidance, and these guidelines are intended to provide guidance, not definitive answers. Each Authority should review and adapt their contracts based on the specific agreement being made.

Contract Best Practices:

The below elements should be considered when entering into contractual agreements with third parties:

- All contracts must be written
- Authorities should designate authority levels to negotiate and sign contracts
- All contracts should be reviewed for risk management and insurance considerations prior to acceptance (e.g. review insurance documentation submitted for accuracy and completion)
- Authorities should designate storage of contracts, and monitor access
- Current listings of all contracts should be maintained
- Authorities should determine frequency of contract review, for both performance and risk management issues

Indemnification:

Indemnification is an agreement where one party agrees to cover the loss, damage or

Q & A Questions?





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Sageen Valley Conservation Authority Plan Review and Permitting Fee Review

Board of Directors Presentation

February 16, 2023



Introduction

Objectives/Deliverables

- Plan Review and Permitting user fee review being undertaken for Saugeen Valley Conservation Authority (SVCA) to:
 - Assess the full cost of service for Plan Review and Permitting activities
 - Make fee recommendations that:
 - Conform with legislation and are defensible;
 - Balance the need to maximize cost recovery with stakeholder interests, affordability, and competitiveness; and
 - Reflect industry best practices



Legislative Context

Fees For Programs and Services

- Section 21 of the *Conservation Authorities Act* (CA Act) provides the ability to charge fees for services (including for plan review and s. 28 permitting)
- Minister's list of classes of programs and services in respect of which authorities may charge a fee
 - Fees charged must be a 'user fee' in which there is a direct benefit of service received
 - Planning and permitting fees may not exceed the costs associated with administering and delivering the services on a program basis
 - Fees for planning services should be developed in conjunction with the appropriate planning authorities



Legislative Context

Fees For Programs and Services

- Minister's list of classes of programs and services aligns with Ministry of Natural Resources and Forestry principles and policies for charging fees:
 - May recover full cost of administering and delivering the service; and
 - For plan review services, fees should be designed and administered in accordance with s. 69 of the *Planning Act*:
 - s. 69 of the *Planning Act* states that fees should be designed to recover the anticipated cost of processing each type of application



Legislative Context

The More Homes Built Faster Act, 2022 (Bill 23)

- Bill 23 received Royal Assent on November 28, 2022 and amended the CA Act, amongst other pieces of legislation
- CA Act amendments include:
 - Granting authority to the Minister of Natural Resources and Forestry to direct authorities to not change fees – **Direction was given to not change fees during 2023**
 - Further changes proposed to regulations that would limit SVCA staff involvement in the regulatory process such as:
 - Streamlining certain low-risk development activities from requiring a permit; and
 - Prohibiting authorities from reviewing applications made under a prescribed Act (if not related mandatory programs and services).
i.e., Removal of Natural Heritage review

Presentation Objectives

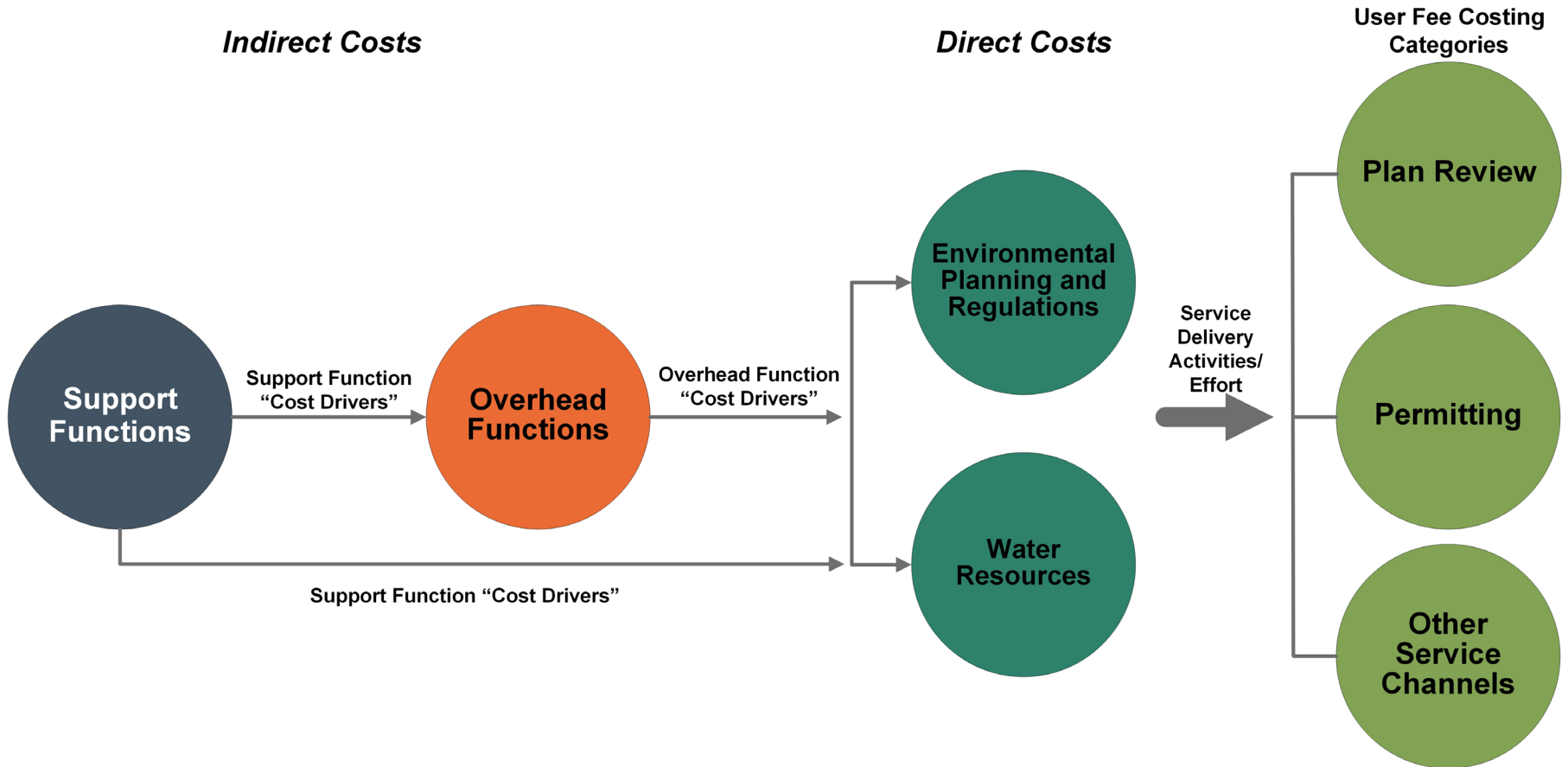


- Review
 - Staff utilization and annual costs of service on Plan Review and Permitting activities at desired service levels (pre and post Bill 23 involvement)
 - Proposed Plan Review and Permitting fees to improve cost recovery
 - Fee comparisons and impacts



Activity-Based Costing Methodology

Activity-Based Costing Methodology





Activity Based Costing Results

Activity Based Costing Results

Scenarios



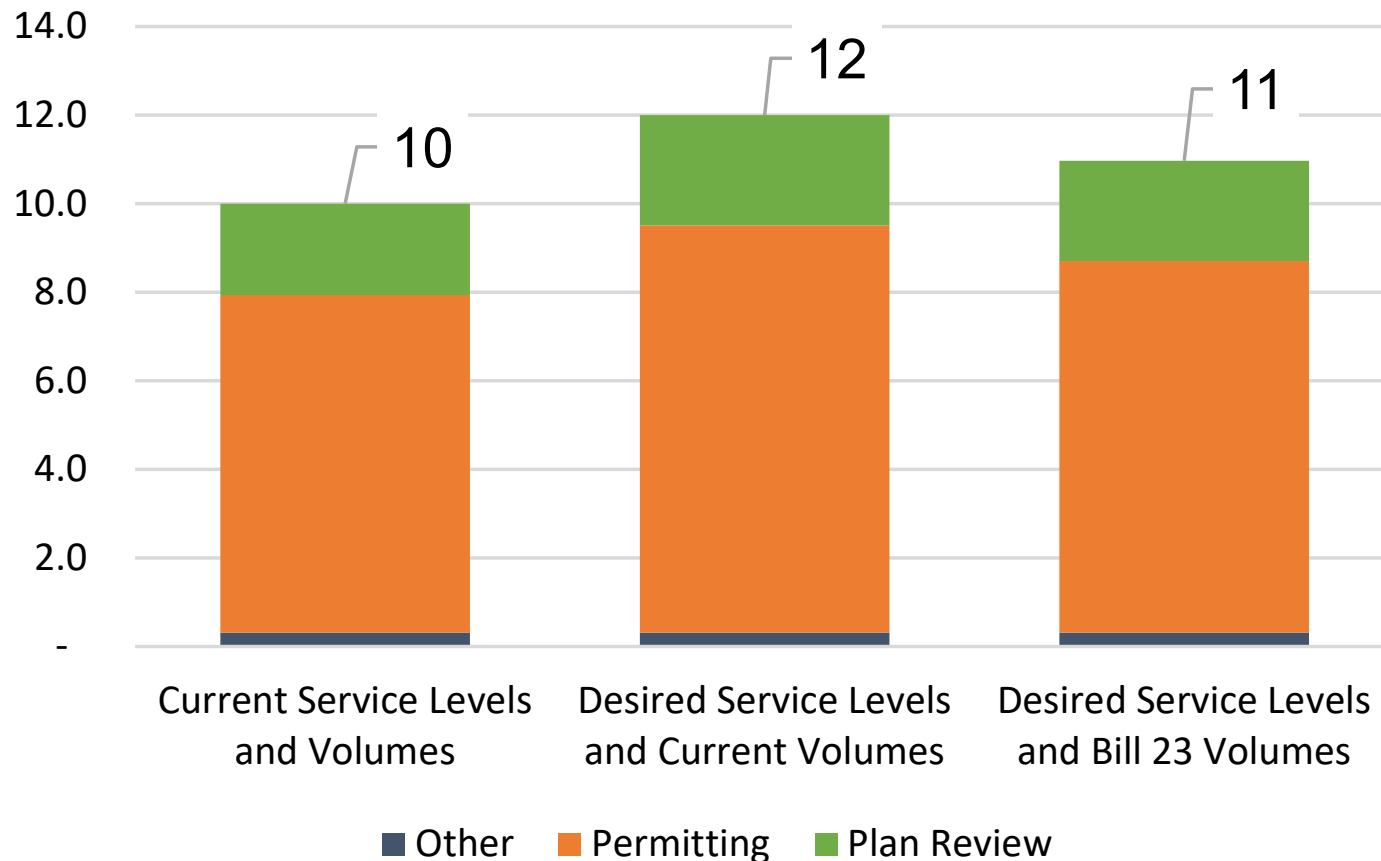
- Annual utilization of Environmental Planning and Regulations staff across plan review, permitting (including general inquiries), and other activities was assessed for 3 scenarios:
 1. Current service levels and average annual application/permit volumes
 2. Desired service levels and average annual application/permit volumes
 - Desired service levels includes the need for additional technical expertise
 3. Desired service levels and annual application/permit volumes with Bill 23 changes
 - Removal of applications associated only with natural heritage review and permits associated with planning applications

Activity Based Costing Results

Staff Capacity Utilization (Currently 10 Full Time Equivalent (FTE) Positions)



Utilized FTE Staff Positions

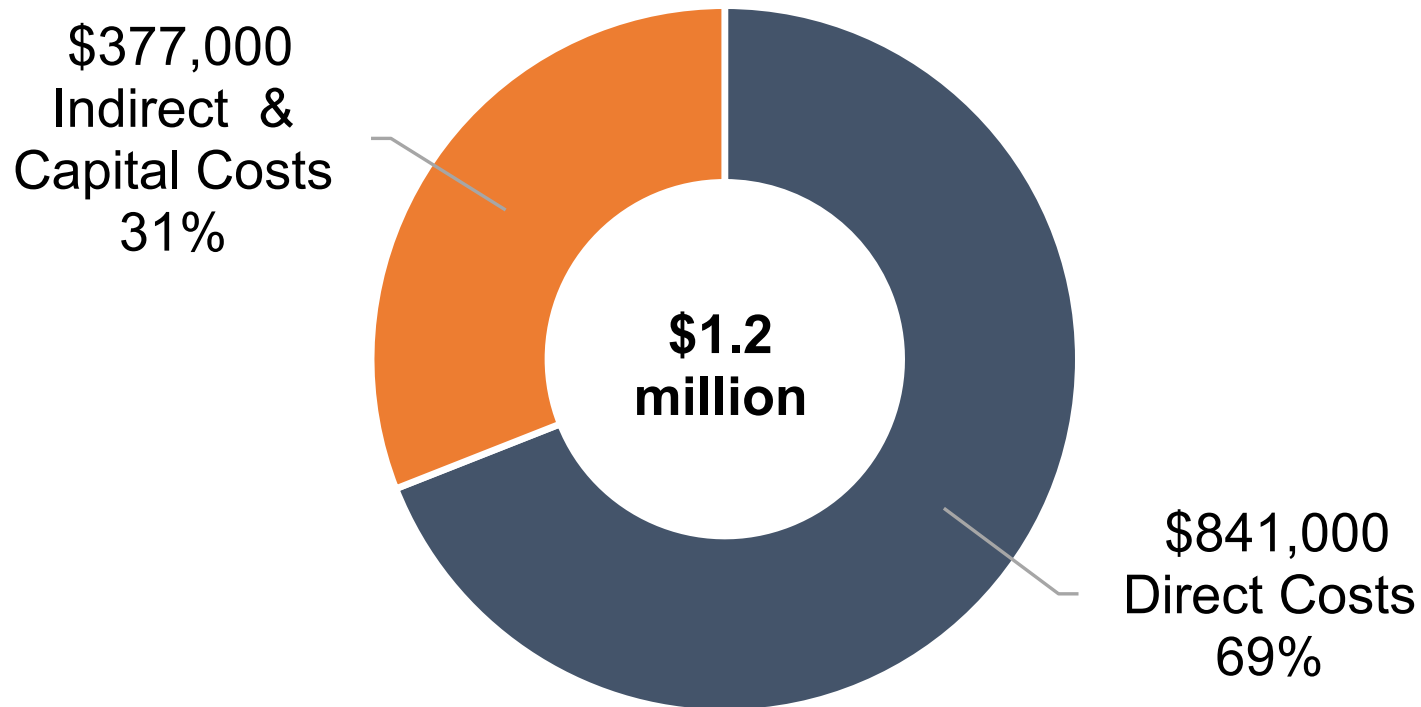


Activity Based Costing Results

Annual Costs of Plan Review and Permitting (2022\$)



Annual Costs - Desired Service Levels and Bill 23 Volumes



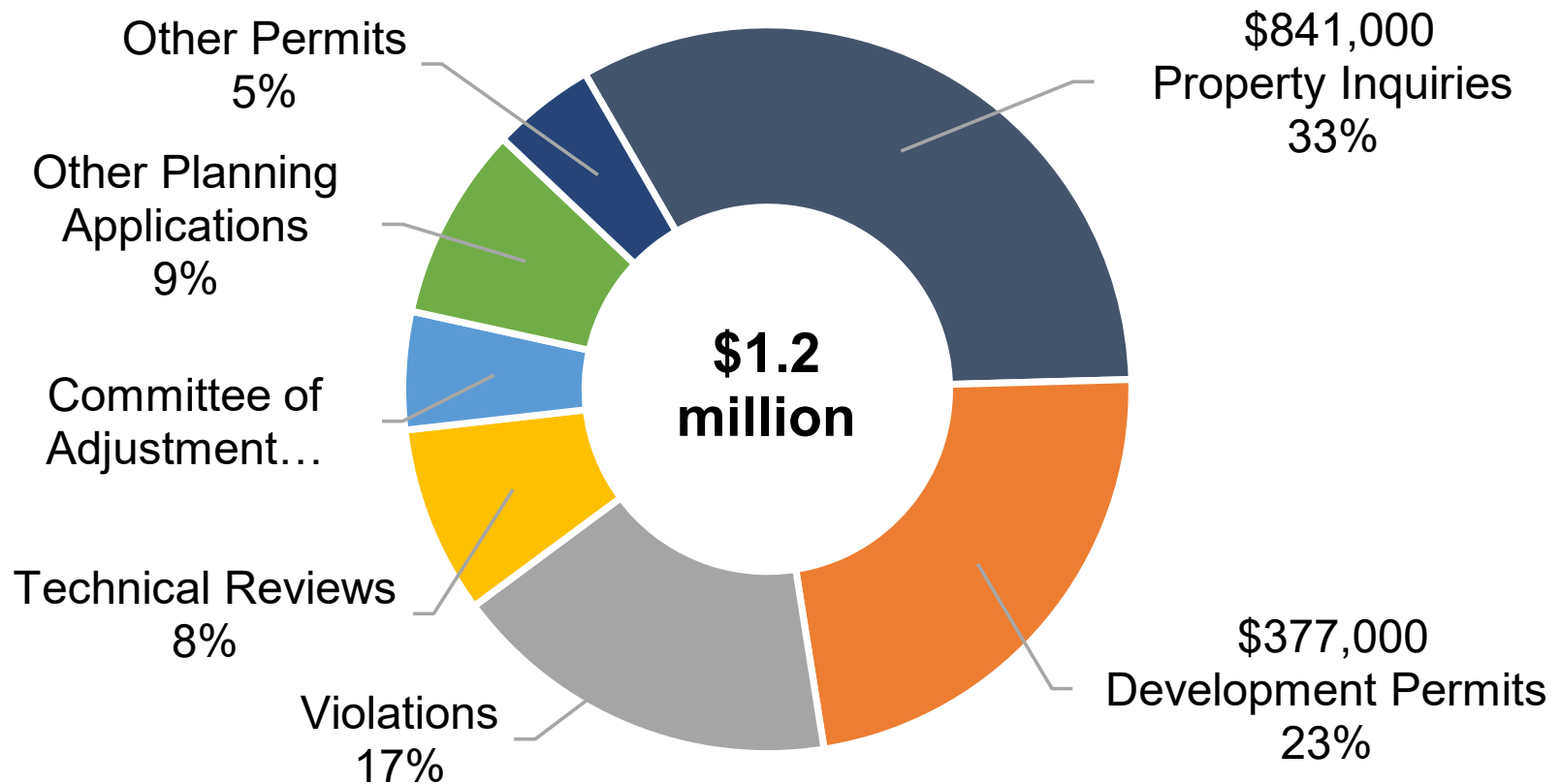
- Costs include \$63,000 for additional technical staff

Activity Based Costing Results

Annual Costs of Plan Review and Permitting (2022\$)



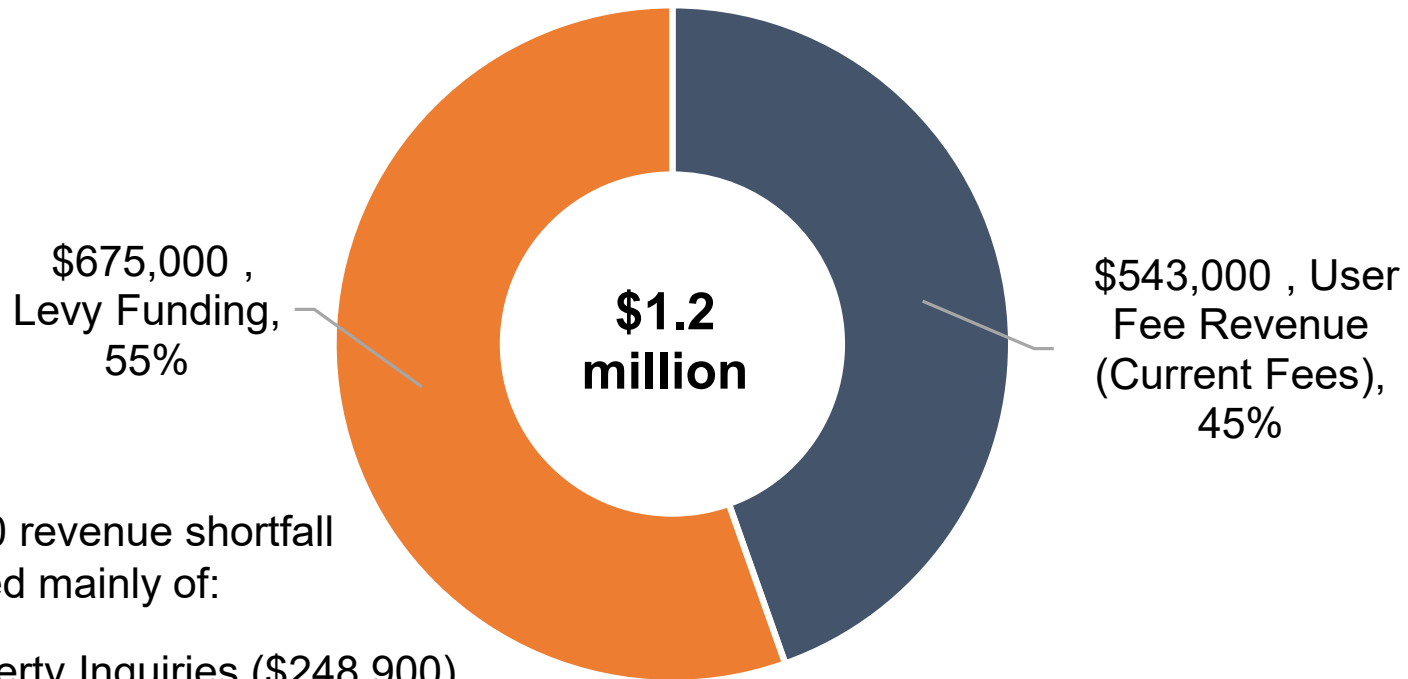
Annual Costs By Service Area



Annual Revenue and Budget Impacts (2022\$)



Funding Sources- Desired Service Levels and Bill 23 Volumes



- \$675,000 revenue shortfall comprised mainly of:
 - Property Inquiries (\$248,900)
 - Violations (\$186,600)
 - Committee of Adjustment (\$45,800)



Fee Recommendations

Fee Recommendations



- Fee recommendations made with regard for
 - Full cost of service
 - *Planning Act* compliance, i.e., recovery of anticipated cost of processing applications by type for Plan Review
 - Applicant affordability and competitiveness
 - Industry best practices and uniformity of fees



Fee Recommendations

Annual Revenue and Cost Recovery (2022\$)

Description	Total Annual Costs	Current Fees			Recommended Fees		
		Annual Revenue	Surplus/ (Deficit)	Cost Recovery %	Annual Revenue	Surplus/ (Deficit)	Cost Recovery %
Plan Review	270,591	104,162	(166,429)	38%	274,086	3,494	101%
Permitting							
Violations	211,468	21,908	(189,560)	10%	26,127	(185,341)	12%
Property Inquiries	400,963	152,063	(248,900)	38%	193,936	(207,027)	48%
Development Permits and Miscellaneous	335,582	265,306	(70,276)	79%	363,294	27,712	108%
Subtotal - Permitting	948,012	439,277	(508,735)	46%	583,356	(364,656)	62%
Grand Total	1,218,603	543,438	(675,165)	45%	857,441	(361,162)	70%

- With recommended fees, municipal levy funded costs (i.e., \$361,100 deficit) are primarily related to violations and general property inquiries



Fee Recommendations

Permitting – See Technical Appendix

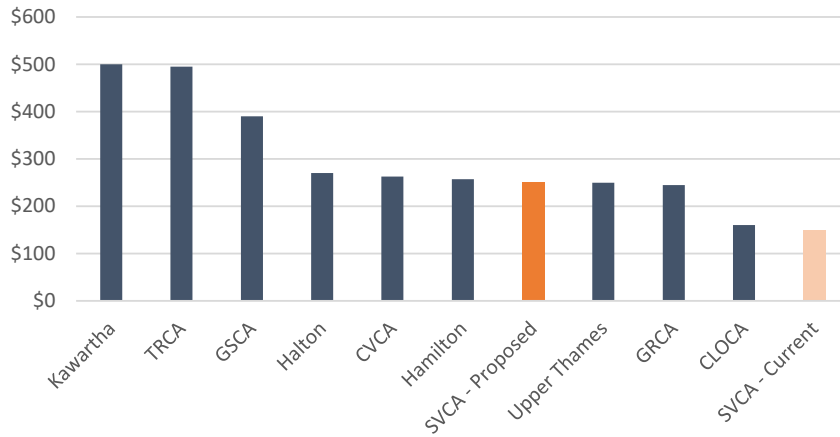
- Applications to alter a watercourse or regulated area
 - 10% increase to minor permit fees
 - 35% to 46% increase for other permits
- Property Inquiry fees – 25% increase
- Property Clearance fee – 68% increase

CA Fee Comparisons

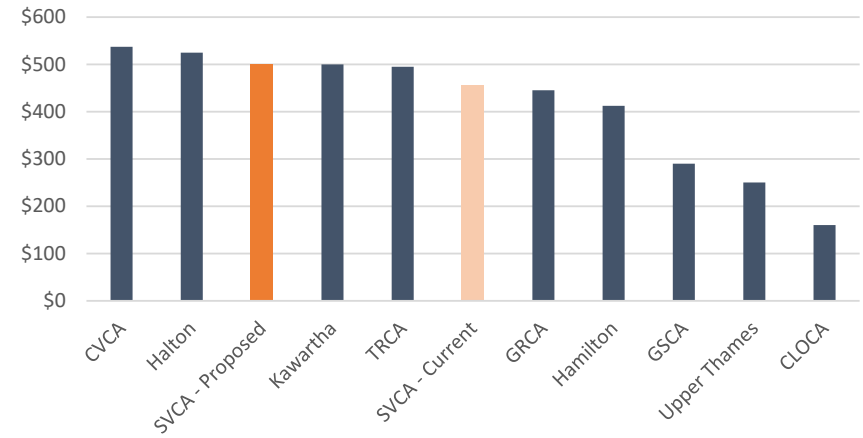
Permitting



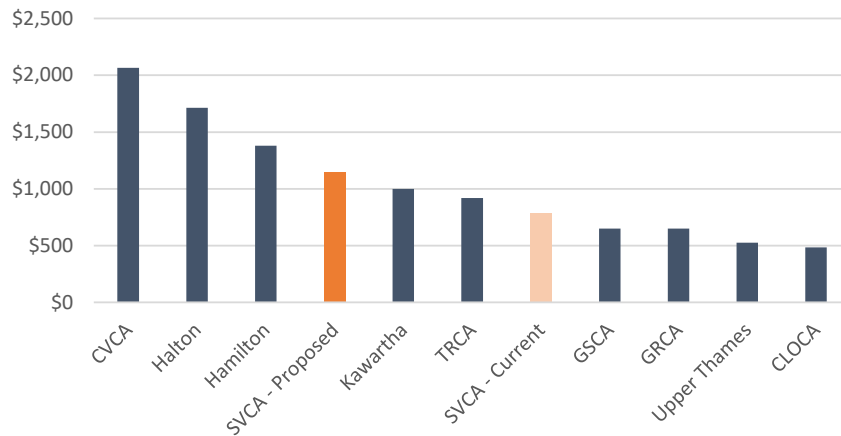
Property Clearance Fee



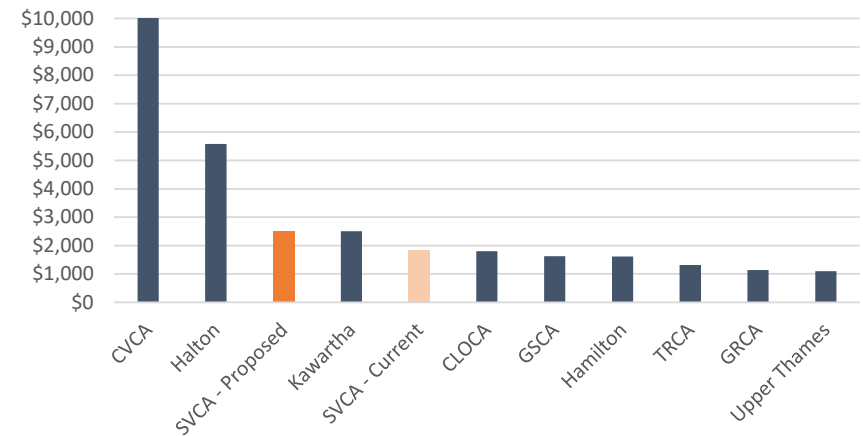
Minor Development Permit



Standard Development Permit



Major Development Permit





Fee Recommendations

Plan Review – See Technical Appendix

- Uniform fee recommendations for applications across watershed
- ZBA, OPA, Severance, Single Lot Residential/Minor Non-Residential Site Plan, Combined COA applications, and scoped site technical reviews - \$850 fee
 - One severance fee to be charged for multiple lots
- Minor Variance – increase from \$198 (average) to \$400
- Separate Subdivision fees to be imposed within or outside a regulated area
- Fee for concurrent applications (i.e. OPA/ZBA, MV/SEV, OPA or ZBA/SUB)
 - Less than a 10% increase over highest individual fee
- Preconsultation meeting fee of \$134 to be credited against subsequent application fee

CA Fee Comparisons

Plan Review



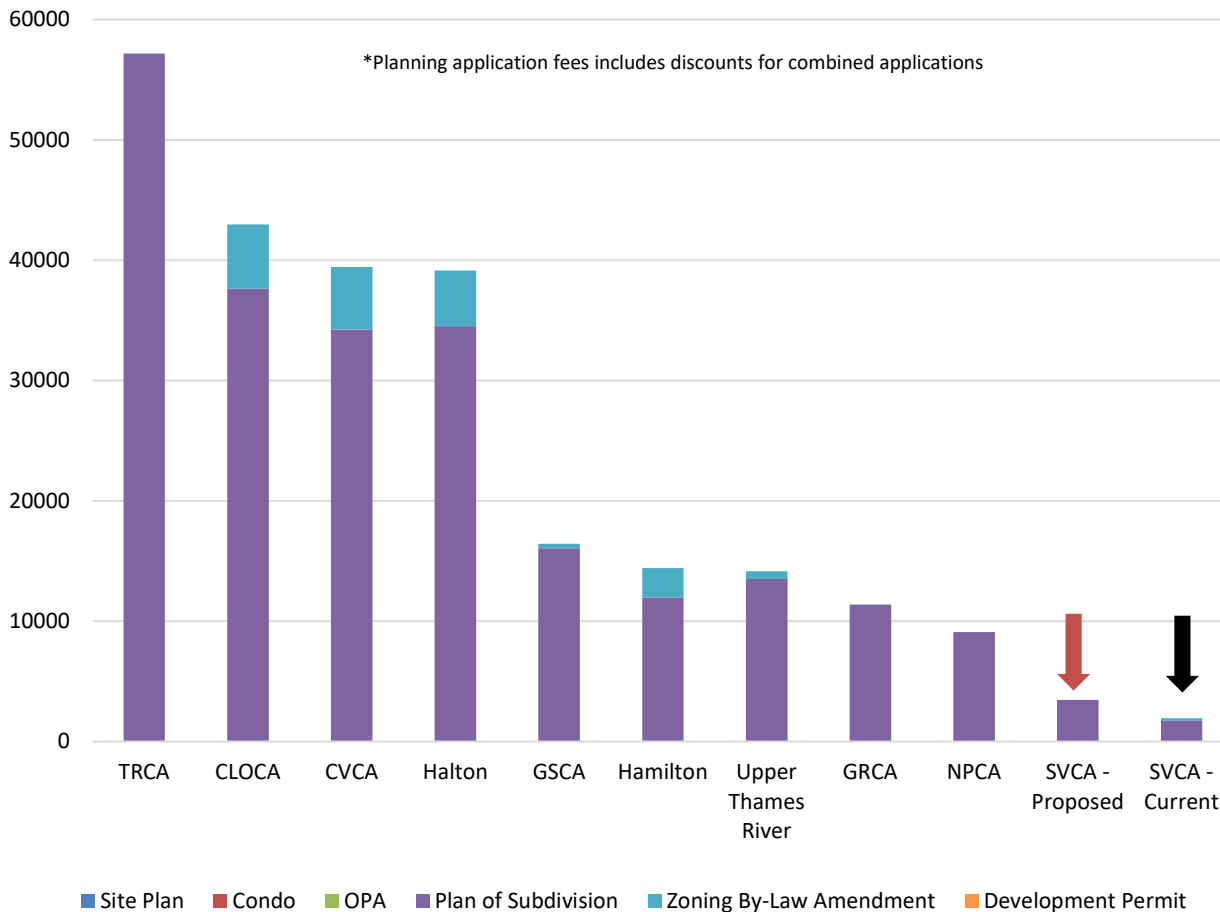
- Impacts of Plan Review fee recommendations in comparison to fees in other conservation authorities are provided for a variety of development types to address differences in size, density, and type of development
- SVCA Plan Review fees would remain the lowest or second lowest in the comparator group
- Impacts of SVCA fee recommendations on total municipal development fees (including planning application, building permit fees, and development charges) has also been considered
- Further details are provided in Technical Appendix

CA Fee Comparisons

100-unit low density subdivision



Survey of Fees Related to a Residential Subdivision Development
(100 Single Dwelling Units, 204 m² GFA each)



Next Steps



- Monitor regulatory changes and impacts on development review processes and volumes of permits and applications
- Revise findings and fee recommendations for 2024 implementation and prepare final report for presentation to Board of Directors

Technical Appendix

Planning Fee Recommendations



Description	Charging Parameter	Current Fee (Average Revenue)	Recommended Fee	Change (\$)	Change (%)
Zoning By-law Amendment	per application	\$181	\$850	\$669	370%
Official Plan Amendment	per application	\$196	\$850	\$654	334%
Combined OPA and ZBA	per application	n/a	\$910	n/a	n/a
Severences	per application	\$269	\$850	\$581	216%
Minor Variance	per application	\$198	\$400	\$202	102%
Subdivision/Condominium					
Major within a Regulated Area	per application	\$1,758	\$3,150	\$1,392	79%
Major outside of a Regulated Area	per application	\$1,758	\$2,700	\$942	54%
Combined OPA or ZBA and Subdivision	per application	n/a	\$3,450	n/a	n/a
Site Plan					
Single Lot Residential/Minor Non-Residential	per application	\$211	\$850	\$639	303%
Multi Lot Residential/Major Non-Residential	per application	\$211	\$2,935	\$2,724	1291%
Technical Reviews					
Scoped Site	per application	\$205	\$850	\$645	315%
Full Site	per application	\$205	\$1,475	\$1,270	620%
Plan Review EIS	per application	\$205	\$1,475	\$1,270	620%
Stormwater Management Studies	per application	\$125.00/lot or large block (surcharge no change)	\$125.00/lot or large block (surcharge no change)	n/a	n/a
Preconsultation	per application	\$ -	\$ 134	\$ 134	n/a

1. Preconsultation fee will be discounted against a future planning application
2. One Severance fee will apply for multipel severances or combined severance and minor variance applications

Technical Appendix

Permitting Fee Recommendations



Description	Charging Parameter	Current Fee	Recommended Fee	Change (\$)	Change (%)
Application to Alter a Watercourse					
Minor Works	per application	\$456	\$500	\$44	10%
Standard Works	per application	\$786	\$1,150	\$364	46%
Major Works	per application	\$1,852	\$2,500	\$648	35%
Complex Works	per application	\$3,710	\$5,000	\$1,290	35%
Other Works - Exempt Works	per application	No permit and no fee required	No permit and no fee required	n/a	n/a
Application to Alter a Regulated Area					
Minor Works	per application	\$456	\$500	\$44	10%
Standard Works	per application	\$786	\$1,150	\$364	46%
Major Works	per application	\$1,852	\$2,500	\$648	35%
Complex Works	per application	\$3,710	\$5,000	\$1,290	35%
Other Works					
- Accessory Building	per application	\$259	\$284	\$25	10%
- Secondary Building or Structure	per application	\$259	\$284	\$25	10%
- Exempt Works	per application	No Permit and no fee required	No permit and no fee required	n/a	n/a
Permit renewals (one year extension) & Permit amendments	per application	\$120	\$255	\$135	113%
Municipal Projects (including Counties)	per application	Regular applicable fee	Regular applicable fee	n/a	n/a
Works commenced without permission (violation)	per application	2 times applicable fee	2 times applicable fee	n/a	n/a



Description	Charging Parameter	Current Fee	Recommended Fee	Change (\$)	Change (%)
Property Clearance Fee	per application	\$149	\$250	\$101	68%
Rush Property Clearance Review Fee (Less than 5 Business Days)	per application	\$255	\$428	\$173	68%
Stormwater Management Plan Review Fee	per lot or large	\$125	\$125	\$0	0%
Specific Property Inquiry (see note (d))					
- verbal general response	per application	No fee	No fee	n/a	n/a
- file initiation and specific response	per application	\$107	\$134	\$27	25%
- letter specific response	per application	\$259	\$324	\$65	25%
- letter specific response and site inspection	per application	\$456	\$570	\$114	25%
- Large development area proposal (greater than 10 acres)	per application	\$852	\$1,065	\$213	25%
- Verification of hazard boundary (including request by CBO)	per application	Same fee as property inquiries	Same fee as property inquiries	n/a	n/a
- municipal and county inquiries	per application	Same fee as property inquiries	Same fee as property inquiries	n/a	n/a
- Aggregate proposal	per application	\$4,331	\$4,331	\$0	0%
Golf Course Review	per application	\$1,806	\$1,806	\$0	0%
Environmental Assessment Review					
Minor	per application	\$393		n/a	n/a
Major	per application	\$711		n/a	n/a
Class A	per application		\$650	n/a	n/a
Class B	per application		\$1,305	n/a	n/a
Class C	per application		\$2,150	n/a	n/a



Description	Charging Parameter	Current Fee	Recommended Fee	Change (\$)	Change (%)
Municipal Drain Review					
- New Municipal Drain Review	per application	\$852	\$1,500	\$648	76%
- Municipal Drain Maintenance Review	per application				
- <i>no site review</i>	per application	\$259	\$275	\$16	6%
- <i>site review required</i>	per application	\$456	\$530	\$74	16%
Engineering Report Review (Geotechnical, Coastal Study, EIS, Flood Plain)	per application	\$531	\$800	\$269	51%
Commercial Renewable Energy Project	per application	2 times applicable permit application review fee	2 times applicable permit application review fee	n/a	n/a
Conservation Project (eligible project by others)	per application	One-half of applicable permit application review	One-half of applicable permit application review	n/a	n/a
Floodplain Mapping Review Fee	per application	SVCA engineering consultant fee plus 20%	SVCA engineering consultant fee plus 20%	n/a	n/a
Map and Air Photo Products					
Photocopies maps/air photos	Per Copy	\$17	\$45	\$28	165%
Emailed Air Photos & Other Map Products	Per Copy	\$38	\$38	\$0	0%
Bulk Orders for Air Photos, Photobase Maps, Related Map Products, Large Format Copies	Per Copy	1-9 items - standard fee (no reduction), over 9 items - standard fee reduced by 10%	1-9 items - standard fee (no reduction), over 9 items - standard fee reduced by 10%	n/a	n/a
PROFESSIONAL SERVICES FEE / EXPERT WITNESS FEE	Per Hour	Rate per hour = Payroll costs x 2 plus disbursements	\$70 per hour + 2 times disbursements	n/a	n/a
Exemptions from Tree Cutting By-law	per application		\$ 465.00	\$ 465.00	n/a

Technical Appendix

Development Impact Comparisons

Municipal Development Impact Comparisons



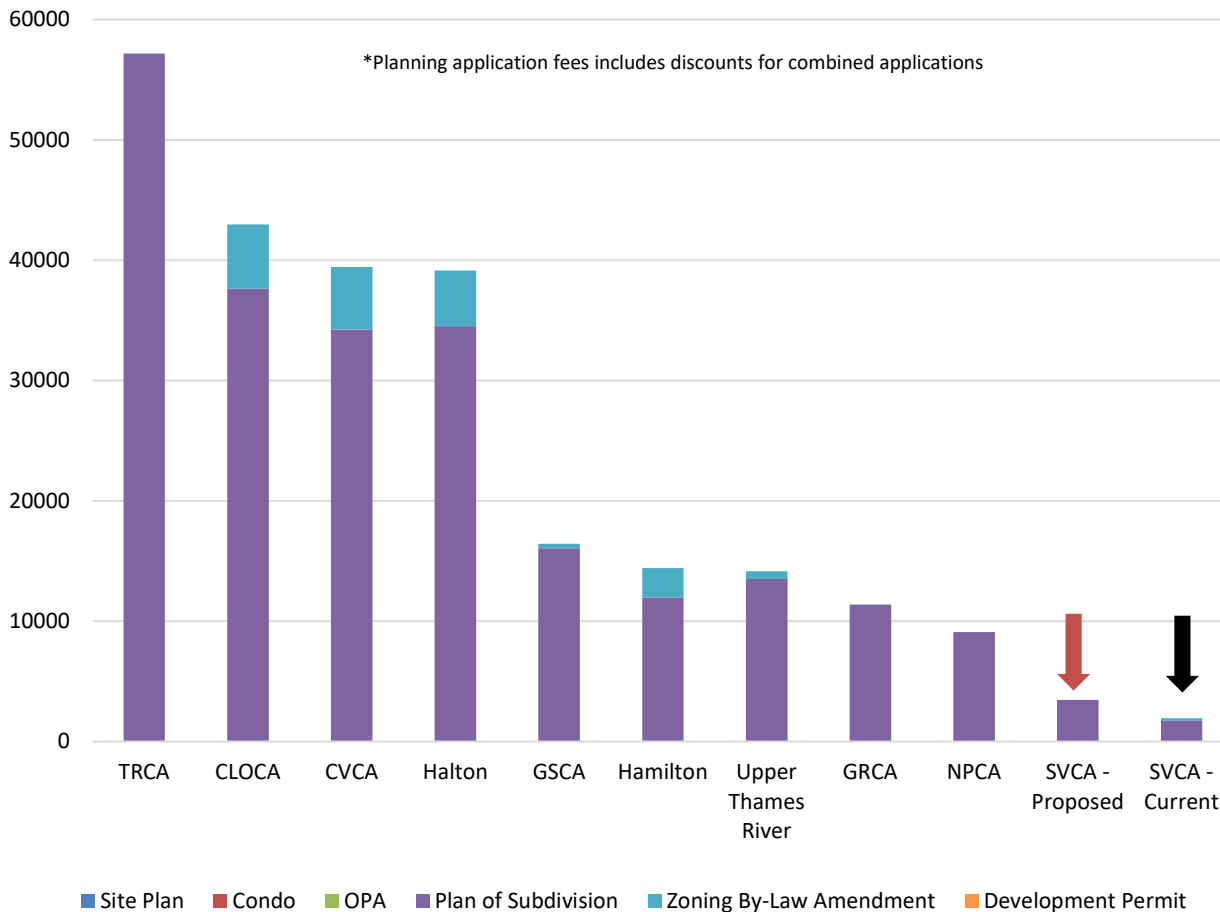
- 100-unit low density subdivision
 - 78% increase in SVCA fees (+\$1,511)
 - 0.3% increase in total development fees on average for municipalities within watershed (0.05% to 0.9%)
- 25-unit medium density subdivision
 - 140% increase in SVCA fees (+\$3,289)
 - 2.6% increase in total development fees on average for municipalities within watershed (0.5% to 6.9%)
- 10,000 m2 industrial development
 - 1,290% increase in SVCA fees (+\$2,543)
 - 1.8% increase in total development fees on average for municipalities within watershed (0.2% to 5.0%)
- 1,000 m2 retail development
 - 649% increase in SVCA fees (+\$2,724)
 - 9.9% increase in total development fees on average for municipalities within watershed (1.7% to 29.9%)

Municipal Development Impact Comparisons

100-unit low density subdivision



Survey of Fees Related to a Residential Subdivision Development
(100 Single Dwelling Units, 204 m² GFA each)

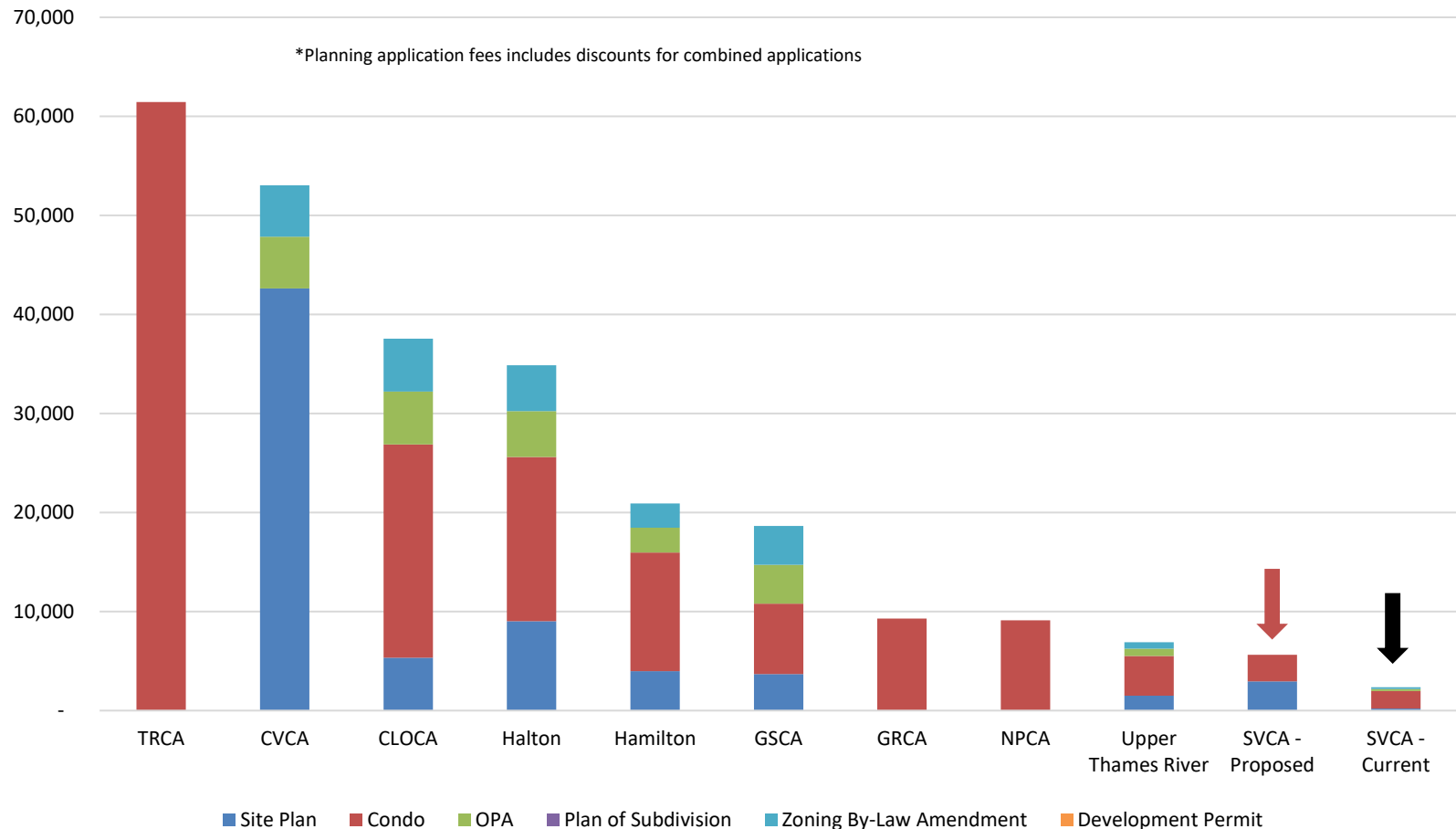


Municipal Development Impact Comparisons

25-unit medium density condominium



Survey of Fees Related to a Residential Townhouse Development (25 Units, 139 m² GFA each)

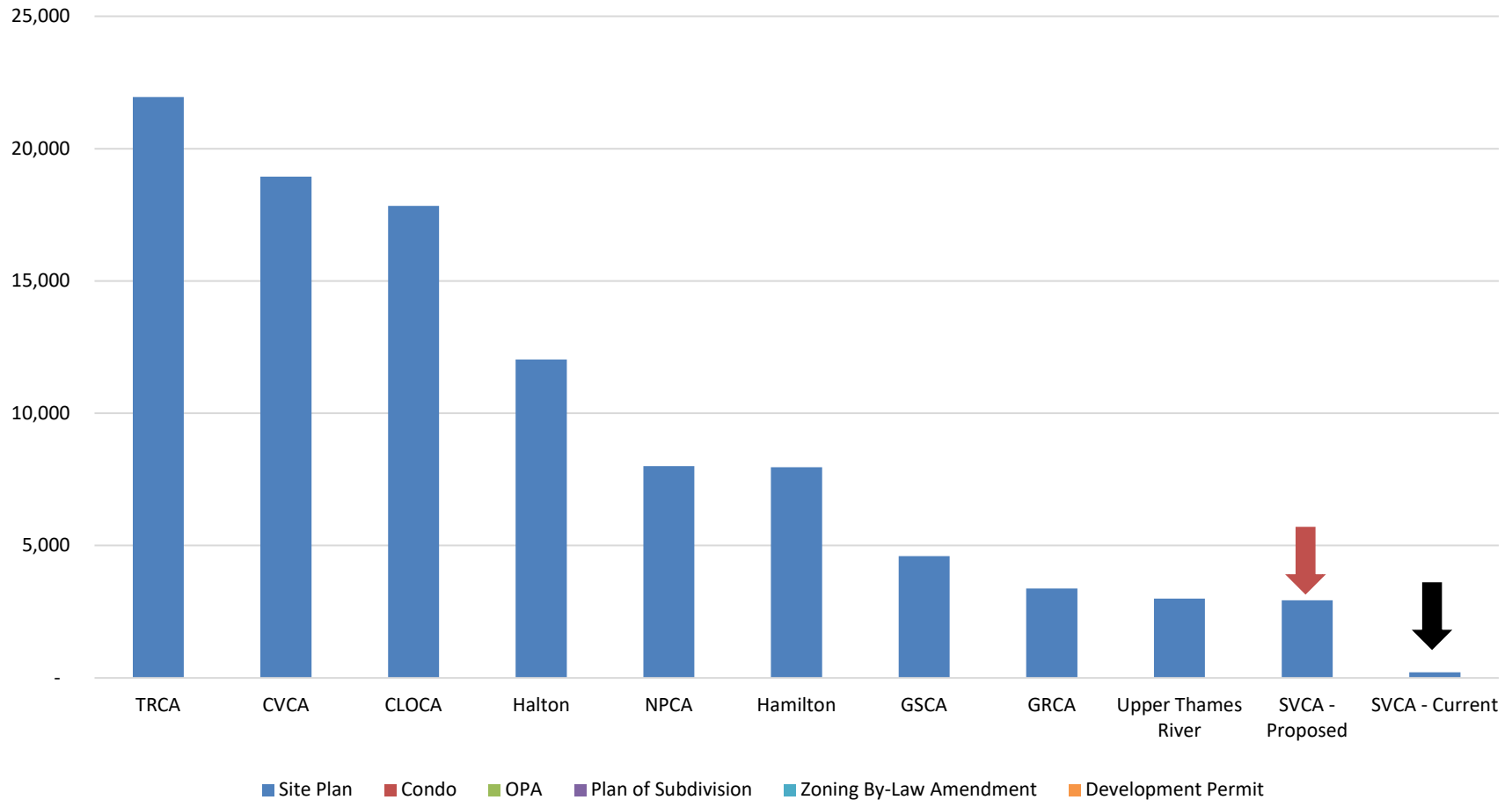


Municipal Development Impact Comparisons

10,000 sq.m. Industrial Site Plan



Survey of Fees Related to Industrial Development
(10,000 m² GFA)

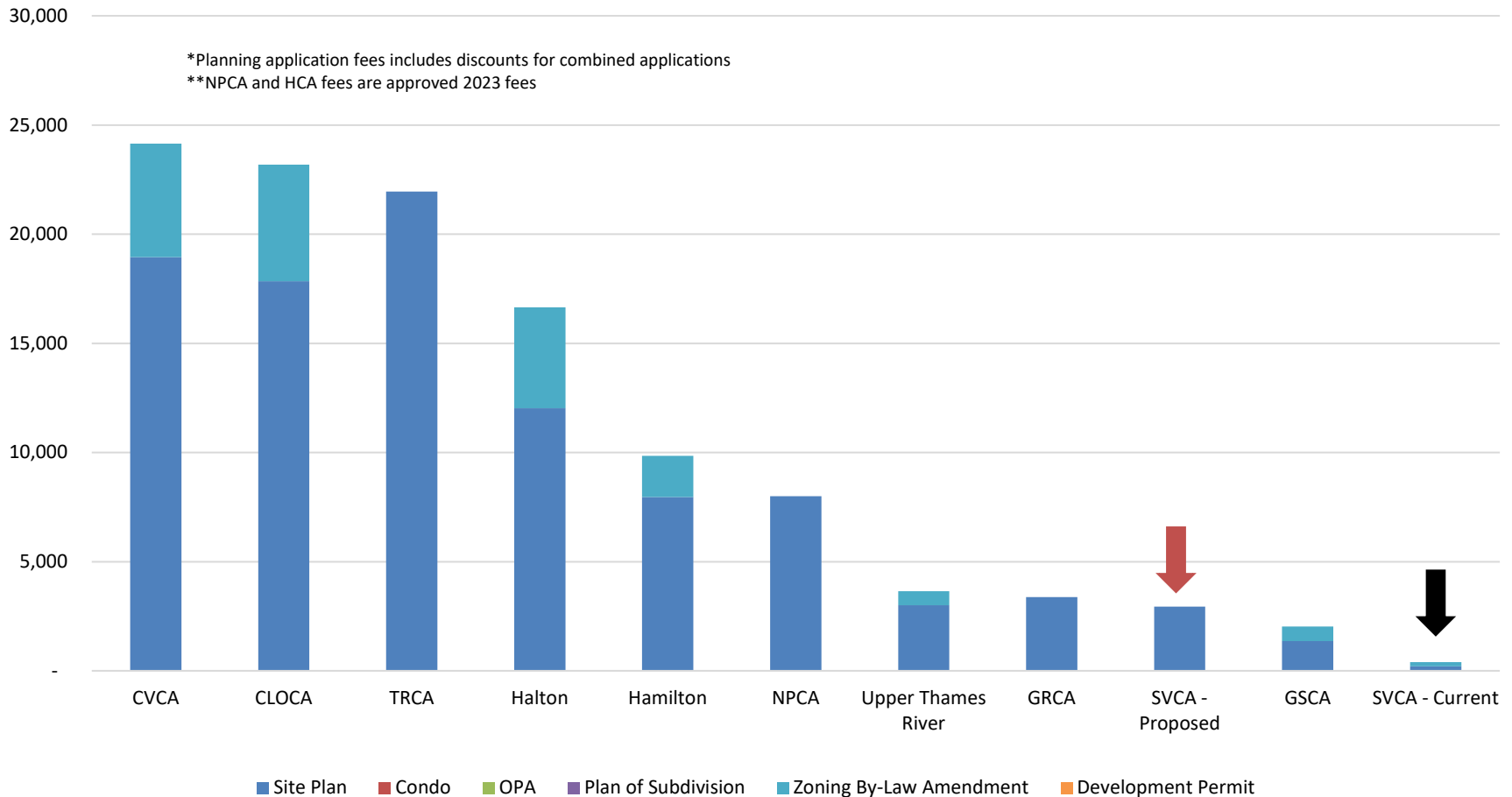


Municipal Development Impact Comparisons

1,000 sq.m. Retail Site Plan



Survey of Fees Related to Retail Development
(1,000 m² GFA)





Corporate Services Presentation

Laura Molson
Manager

February 16th, 2023



Corporate Services

- Accounting
- Communications
- Education
- Executive Assistance
- Finance
- G.I.S.
- Scanning

Accounting



Managing day to day finances

- Customer service
- Data entry
- Departmental financial support
- Invoicing and payment processing
- Reconciliation
- Vehicle mileage tracking

Communications



Internal and external communication

- Advertising and marketing
- Corporate and departmental communications and project support
- Grant writing
- Press releases
- Social media management
- Website maintenance

Education



Internal and external educational opportunities

- Professional development and training for Saugeen Conservation staff
- Curriculum delivery
- Pay per use children's programming
- Sponsored collaborative programs such as the Youth Outdoor Expo, Forest Festival

Executive Assistance



Assist management team

- Acts as accessibility officer for SVCA
- Attends meetings and prepares minutes
- Completes special projects, including report and policy document writing
- Organizes and prepares for Authority and Committee meetings, including agenda packages
- Supports management team

Finance



Ensuring the financial wellbeing of the corporation

- Audits
- Benefits administration
- Investment
- Payroll
- Pension administration
- Taxes and HST

Geographic Information Systems



Sharing geographic data

- GIS tools, applications and data are used daily by SVCA staff to make efficient and informed decisions
- Analyzes and displays large volumes of spatial and non-spatial data
- Elevation data creation and capture
- Ensures base mapping information to reflect accurate ground conditions
- Stores and manages geographic information

Scanning



Document organization

- Supports all SVCA departments
- Correcting naming conventions, ensuring consistent nomenclature
- Digitizes paperwork from maps to documents, both historical and current
- Returning all data to its appropriate place



Thank you.



Drinking Water Source Protection

A primer from
Carl Seider,
Project Manager

February 16th, 2023



Drinking Water Source Protection is a mandatory program

An Authority must provide the following programs and services:

- Source Protection Committee maintenance
- Source Protection Region obligations
- Source Protection Plan amendments and policy implementation
- Monitoring programs
- Annual reporting

Clean Water Act, 2006

“I recommend a source protection system that includes a strong planning component, at the watershed level”.

- Justice Dennis R. O'Connor

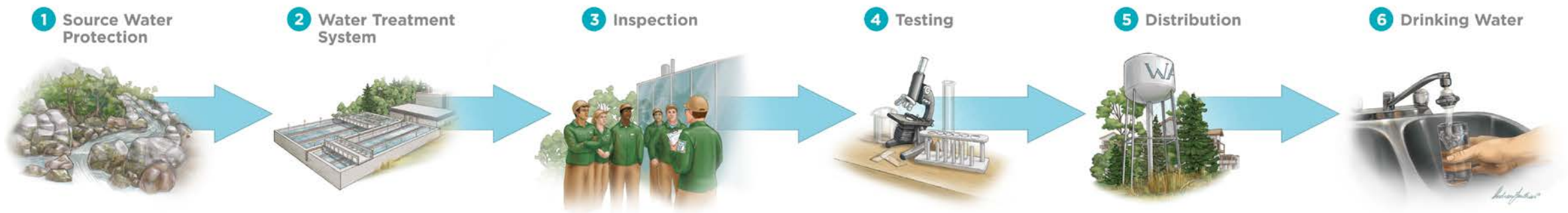
A watershed is a defined area of land that channels the water that enters it from rain and snow to creeks, rivers and streams, that eventually lead to outflow points such as lakes or oceans. The SVCA watershed includes the Saugeen, Penetangore, and Pine Rivers that flow to Lake Huron.

Everyone lives in a watershed.

Scope of the *Clean Water Act, 2006*

- To protect the quality and quantity of current and future sources of municipal drinking water
- Establish a collaborative, locally driven, science based multi-stakeholder process to protect drinking water sources and ensure the sustainability of clean, safe drinking water
- Process and manage risks through existing legislation and regulation
- If there is a conflict between different pieces of legislation, the most protective applies
- Addresses gaps where significant threats to drinking water may not be handled by existing planning tools or regulations

Source protection is the first barrier in a multi-barrier approach to drinking water protection



Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Region

Contains 38 municipal residential drinking water systems

- 29 systems draw from a groundwater source (aquifer)
- 8 systems draw from a surface water source
- 1 system combines groundwater and surface water



Source Protection Planning Process

ONE

Evaluate vulnerability and threats to drinking water

- Identify: Assessment report

TWO

Use policies to address significant drinking water threats

- Plan: Source Protection Plan

THREE

Review Source Protection Plan, and report

- Implement and monitor

Roles and Responsibilities under the *Clean Water Act, 2006*



Source Protection Committee

Ministry of the Environment, Conservation and Parks

- Set the rules through the *Clean Water Act, 2006*
- Provides ongoing guidance
- Approves the documents produced by the Source Protection Committee and amended by the Source Protection Authority

Source Protection Authorities

Also known as SPAs, are a body created under the *Clean Water Act*, made up of members of the boards of conservation authorities to:

- Support the Source Protection Committee
- Initiate amendments to the Source Protection Plan
- Report on implementation progress



Source Protection Committee

12-member, multi-stakeholder committee

- 1/3 municipal representatives
- 1/3 agricultural, commercial, industrial representatives
- 1/3 environmental, health, public sector representatives
- Engage with the stakeholder groups they represent
- SPC Chair is appointed and paid by the MECP
- Ongoing role in development and revisions to Source Protection Plan
- Review of annual progress reports on status of implementation



Source Protection Management Committee

Representatives from 3 Source Protection Authorities (Saugeen, Grey Sauble, North Bruce Peninsula) that assist in the overall administration and coordination of source protection program activities including:

- Maintenance of the Source Protection Committee (SPC)
- Annual work plans and budgets
- Project management and other staffing as required
- Assisting SPC in exercising and performing its duties



Municipalities

Required to complete three main tasks:

- Implement policies contained in Source Protection Plans
- Enforce the regulation of drinking water threats
- Implement the Source Protection Plan through land use and other local decision making

Municipalities must:

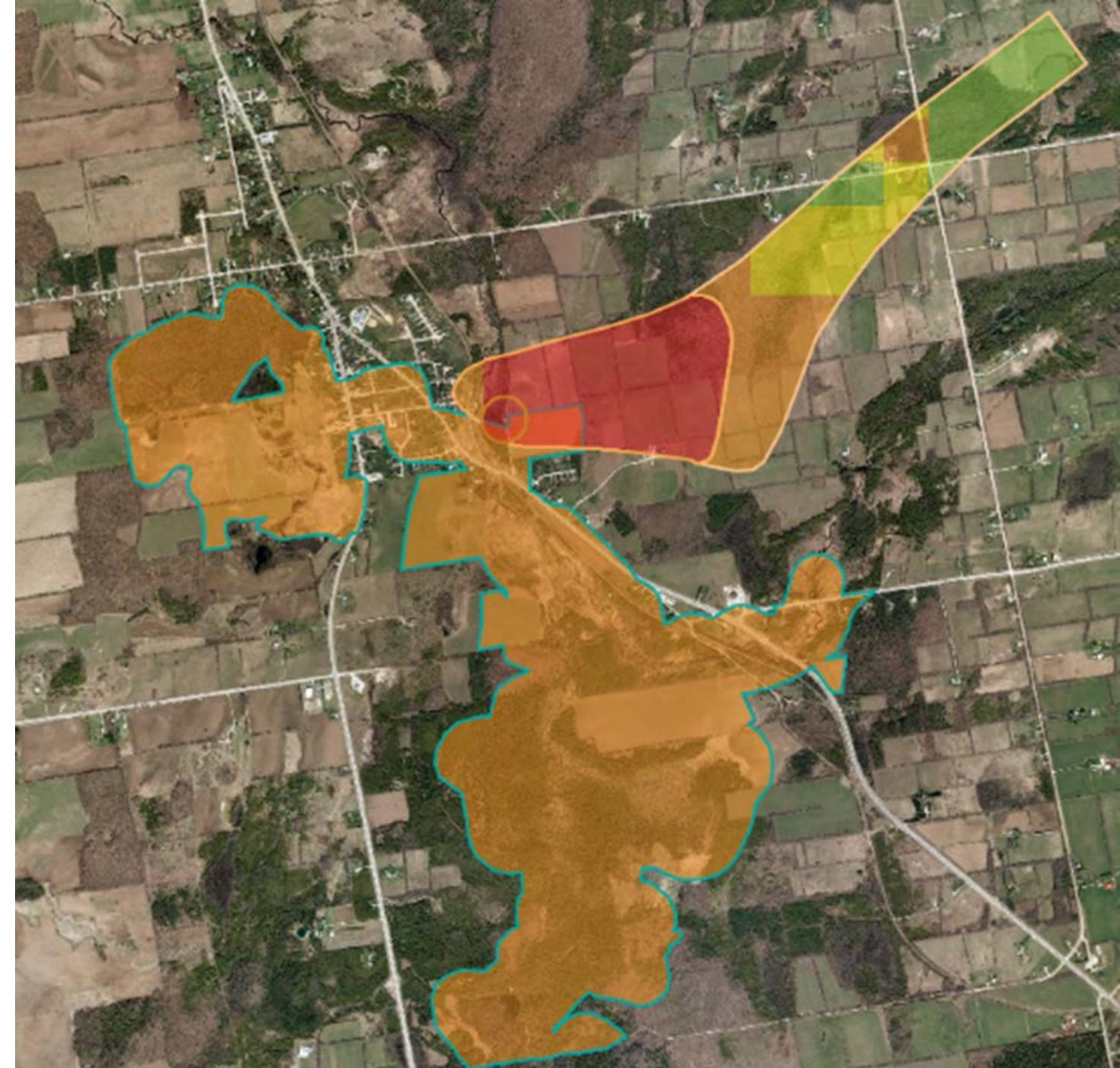
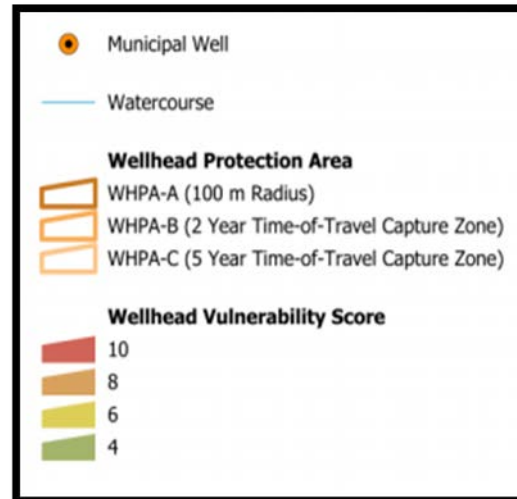
- Comply with any obligations because of significant threat policies and designated Great Lakes policies
- Decisions, by-laws, structural work, operations, public works must not conflict with the threat policies and/or protection plan, and/or the *Act*
- Official plans and zoning by-laws must conform to the Source Protection Plan

What is a Source Protection Plan?

It includes the science characterizing the watershed, assesses vulnerabilities, and enumerates threats in addition to a series of policies that addresses the significant drinking water threats so that they cease to exist.

- Policies with timelines for implementation and monitoring
- Allows Source Protection Authority and Committee to review the effectiveness of the policies and report progress to the province

Where do policies apply?



Municipal Implementation – Part IV Powers

Part IV of the *Clean Water Act* provides new municipal authorities for regulating activities identified by the assessment report as significant drinking water threats

- Section 57 Prohibition (within 100m of a drinking water system or future activities)
- Section 58 Risk Management Plans (negotiated with landowners)
- Section 59 Restricted Land Use Notices (building and planning applications)

Grey Sauble Conservation Authority has been delegated Part IV responsibilities by 14 municipalities through agreement.

Municipalities can recover costs for delivery of these services through fees (i.e., tax roll, water user rates)

Risk Management Officials and Inspectors

- Establish risk management plans for prescribed activities inside wellhead protection areas and intake protection zones identified as significant threats
- Inspect property for the purpose of preparing assessment reports, source protection plans, and annual progress reports
- Issue Section 59 Restricted Land Use Notices
- Complete annual review of RMP measures, where applicable (application of manure, fertilizers and pesticides, and fuel inspections records)
- Ensure compliance and conduct site inspections as required
- Prepare annual report to Source Protection Authority summarizing RMO activities

Annual Reporting Requirements

Implementing bodies submit summary reports to the Source Protection Authority by February 1st annually

- Municipal Monitoring Policies (Official Plan/By-Law amendments, road signs, and septic inspections)
- Conservation Authority Monitoring Policies (education & outreach activities)
- Provincial Ministry Monitoring Policies (prescribed instruments)
- Risk Management Official Reporting (number of Risk Management Plans, inspections and land use planning notifications)

Source Protection Authority submits Annual Progress Report to Ministry and posts summary for public by May 1st annually

Drinking Water Source Protection contact

237897 Inglis Falls Road, RR4
Owen Sound, Ontario
N4K 5N6

519-470-3000

home.waterprotection.ca



Thank you.

Report To: Chair and Directors, Saugeen Valley Conservation Authority
From: Jennifer Stephens, General Manager/Secretary-Treasurer
Date: February 16, 2023
Subject: General Manager's Update

Discussions with Municipal Senior Management Regarding the Inventory of Programs and Services

Since November 2022, I have been meeting with municipal CAOs from our fifteen participating municipalities to discuss the Inventory of Programs and Services that was first submitted to the Province in February 2022. I have been reviewing with these senior managers the Category 1 (Mandatory Programs and Services), Category 2 (Municipal Programs and Services – Non-mandatory), and Category 3 (Watershed Programs and Services – Non-mandatory) which Saugeen Valley Conservation Authority is currently carrying out and plans to continue beyond January 1, 2024. All programs and services classified as Category 2 and 3 will require an agreement with the municipality to continue past January 1, 2024. The goal is to have all agreements in place with municipalities by July 2023. Through these meetings I have been able to ascertain which preferred approach the CAO would like the agreement presented to Council. To date I have met with the following municipalities: Municipality of Brockton, Municipality of Grey Highlands, Town of Hanover, Township of Howick, Township of Huron-Kinloss, Municipality of Kincardine, Town of Minto, Municipality of South Bruce, Township of Wellington-North, Municipality of West Grey. Meetings are currently scheduled with the Municipality of Arran-Elderslie, Town of Saugeen Shores, and the Township of Southgate. The two municipalities who I have yet to meet with are the Municipality of Morris-Turnberry and the Township of Chatsworth.

Orientation to new Municipal Councils

Since December 2022, I have been presenting to new municipal councils on the Programs and Services offered by Saugeen Valley Conservation Authority. This presentation is an introduction to the conservation authority, but also sets up the discussion for the preparation of agreements with municipalities which is expected to take place between May and July 2023. I have presented to the following new Councils: Municipality of Arran-Elderslie, Municipality of Brockton, Municipality of Grey Highlands, Township of Howick, Municipality of South Bruce, Township of Southgate, Township of Wellington-North, Municipality of West Grey. Delegations are currently scheduled with the Township of Huron-Kinloss and the Municipality of Kincardine. Delegations are expected to take place with the municipal councils in the Township of

Chatsworth, Town of Hanover, Town of Minto, Municipality of Morris-Turnberry, and Town of Saugeen Shores in March and April.

Bill 23: More Homes, More Choices Act

There has been much discussion with Conservation Ontario, the network of conservation authorities, and our municipal partners about the implementation of Ontario Regulation 596/22: Prescribed Acts which prohibits conservation authorities from continuing to provide natural heritage comments on proposals received under the *Planning Act*. As indicated in Erik Downing's report, SVCA Environmental Planning and Regulations staff have met with Bruce and Grey Counties and their lower tier municipalities to discuss implementation of natural heritage commentary by the municipalities. An issue which has complicated implementation has been the lack of a transition provision in the legislation allowing the conservation authorities to wind down the services it provides as the municipalities ramp up. To that end, Saugeen Valley Conservation Authority is trying to be as flexible and supportive as we can during the 6-month period between January 1 and June 30, 2023, while still being attentive to the legislation.

Report 8b - Program Report

Corporate Services

Communications

Social media

Saugeen Valley Conservation Authority social media engagement has continued to grow over this winter. Facebook users are up 44%. Facebook page reach has risen 99.4%. A recent post featuring summer jobs was seen by 6,164 individual users. Instagram engagements are up 29%, and Twitter is up 15%.

Website

This quarter, 3,252 people found the SVCA business profile. They were primarily searching for combinations of the corporation's name, as it is off-season for camping.

General overview

Cooperative work with Water Resources included but was not limited to grant applications, the completion of internal training supports, presentations, and watershed report cards. Forestry work included tree planting and sales forms and communication. Campground marketing began for the 2023 season. Work for EPR included the wrap up of priority communication revisions, including violation notices and policy manual review outreach. Corporate services work has included grant research, presentations, reports, and strategic planning sessions.

Conservation Education

Winter is finally here, whether the weather agrees or not. Education programming is ramping up again after the holidays and we expect to be quite busy.

DEER Program (Discover Energized Environmental Resources)

Invitations to participate in the final DEER Program went out through email correspondence to schools, principals, office administrators, and teachers within the Bluewater and Bruce Grey Catholic District School Boards in early December. The 25 days of programs were filled within minutes of posting. This year, the DEER Program will conclude its 25-year run in June as Bruce Power has indicated their mandate is shifting to sponsoring educating local youth on clean energy, including nuclear power, and generating more knowledge of, and interest in, STEM and careers in the trades through the Nuclear Innovation Institute. The 25 DEER program dates will run January to June 2023.

WREN Program (Watershed Resources Education Network)

Bookings for winter conservation education programs continue to pour in and advertising for the February PD Day programming has gone out.

Flood Waters and You Student Safety Program

As COVID-19 restrictions continue to relax, we are excited to be able to bring Saugeen Conservation's flood safety program back to schools. This program investigates how and why floods happen with hands-on experiments into hypothermia and the dangers associated with fast moving, cold water. Invitations for schools to participate in the program will be going out mid-February.

Wild Encounters Summer Nature Day Camps

Plans are underway for the 2023 summer nature camps as the Town of Hanover has confirmed its week-long camp dates with SVCA. We will be running two camps again: July 17 to 21 and August 21 to 25. These week-long camps are available for up to 20 participants, aged 8 to 13 years and feature hands-on investigations into our natural world.

Building on the success of the past two years with this venture, we will be offering a one-day and a two-day camp again this summer to a younger group of youth (aged 5 to 8 years) on July 26, August 15 and 17. Registration for these Junior camps is through Saugeen Conservation.

Bruce Grey Forest Festival

The Bruce Grey Forest Festival is set to resume in-person programming again this fall at Allan Park the first week of October. This Festival typically hosts over 1,000 grade seven students with over 300 volunteers (mainly secondary school students) manning the hands-on activity centers focused on our forest resources.

Grey Bruce Children's Water Festival

The Grey Bruce Children's Water Festival is set to take place at the Chesley Community Centre complex May 16 to 18, 2023. The Festival teaches over 1,500 grade 4 students from across Grey and Bruce Counties about the importance of our water resources.

Meetings: Grey Bruce Children's Water Festival, Bruce Grey Forest Festival and Saugeen Nature.

Forestry and Lands

Staff have been busy preparing tree planting plans, Managed Forest Tax Incentive Program plans, ordering trees, inventorying forest resources, and planning for tree marking.

Snow removal has been much less time consuming than in other years but has still taken staff time. A new truck was purchased for the fleet, as well as a new mower for the Durham Conservation Area. Staff have been working on the annual servicing of the fleet of vehicles, as well as the trailers. This servicing often includes mechanical activities as well as rust removal, patching, and painting.

With the assistance of the Corporate Services Department, staff ensured that all campground information was input into our reservation system for the 'go-live date' of February 1st.

The monitoring of the Durham, Walkerton, and Paisley flood control structures is ongoing. Staff complete this work to assist the Water Resources Department.

Water Resources

SVCA Flood and Erosion Control Project Activity

Paisley Dyke Improvements

Boreholes for the Paisley dyke stability assessment were completed on January 16th and 17th, in support of future repair work on the Paisley dyke. The stability assessment is 50% funded under the 2022/2023 Water and Erosion Control Infrastructure (WECI) program. Pending receipt of an Arran-Elderslie Council resolution, SVCA staff aim to re-apply for WECI funding for the remainder of the dyke improvement project in 2023/2024.

Grants

SVCA staff have applied for the RBC Tech for Nature grant requesting financial support to assist in making SVCA's historical flood event and water quality data public. Any received grant money would be used for hiring a summer student to undertake data QA/QC and data entry into a visualization software called Power-bi. Kawartha Lakes Conservation Authority already uses [Power-bi](#) and has had great success in publicly displaying data.¹

SVCA staff are also in the process of preparing the following WECI applications:

- Durham Upper Dam EA – Initiate the EA process to determine long-term solutions for the structure. Have received support from West Grey Council to prepare an application.
- Meux Creek Gabion Basket Repairs, Neustadt – Repair the foundational layers of the gabion wall in Neustadt. This was previously tendered in 2022 but not completed due to lack of funds. Have received support from West Grey Council to prepare an application.
- Safety signage – Requesting additional funding for signage around SVCA structures. Approved in SVCA's 2023 budget.
- Paisley Dyke Repairs – Erosion protection measures at the toe of the dyke as well as raising the dyke in the area immediately west of the Queen Street bridge. Pending Arran-Elderslie Council resolution to support application.

Flood Forecasting and Warning (FFW)

SVCA staff continue to update our internal flood forecasting and warning program. A staff training session will be held on February 14, 2023, to provide more information on the program and roles/responsibilities during a flood event. Staff are on track to initiate a public, social media, and

1

<https://app.powerbi.com/view?r=eyJrIjoieNDE5Y2JhODEtNTJiNi00OGRhLTNmNTctN2Y2OTJjNGVkZTMylwiwidCI6Ijlk3OTEyMjE0LWExOWUtNDQ2MC04ZTg1LWFkODQ3MjdkZmRkMjI9&pageName=ReportSection>

marketing campaign in early 2023. An information session about SVCA's Flood Forecasting and Warning will be offered in April 2023.

SVCA flood forecasting and operations staff are closely monitoring our watercourses for the development of frazil ice. Frazil ice has the potential to block watercourses and flood low-lying areas. Operations staff have been working diligently to document frazil ice production. Historically, frazil ice production most often occurs in the Town of Durham.

Water Quality (WQ)

Surface Water Sampling

SVCA staff continue to complete surface water sampling throughout the winter (December to March), under the Provincial Water Quality Monitoring Network (PWQMN). Winter sampling has a reduced number of sites due to set sample allotments as determined by PWQMN program coordinators. Staff are sampling at 4 sites for the 2022-2023 winter sampling program.

Watershed Report Card & Annual Report

SVCA staff have finalized all components of the 2022 Watershed Report Card and are awaiting its release on March 22, 2023, World Water Day. A technical water quality report, providing additional information on findings and potential trends, is being developed with completion aimed for June 2023.

NWMO Environmental Baseline Monitoring Program

Winter Year 2 sampling is set to commence mid-February 2023. SVCA staff continue to work on data review and database set-up as well as preparing for upcoming sampling.

Environmental Planning & Regulations (EPR)

Department News

EPR staff continue our roles and responsibilities with regards to the Mildmay Adam St. dam removal project.

Two Regulations Officers completed Provincial Offences Officer training via Conservation Ontario.

Emergent Issues

Charges against a landowner who built a structure in the floodplain in Paisley without SVCA approval have been executed and court appearances are ongoing with the most recent appearance having taken place on January 17, 2023.

Charges against a landowner who modified a laneway in a floodplain, and which negatively impacts neighbouring properties have been filed. The first court appearance on this file occurred in November 2022 and the second appearance was on January 17, 2023.

EPR staff have met with planning staff from Bruce and Grey Counties, as well as lower tier municipal planners to discuss the implications of Bill 23 and the execution of their new responsibilities regarding natural heritage under the *Planning Act*.

Report 7b – News Articles for Members' Information

[Bluffs on north side of Saugeen River slip-sliding away](#)

The Canadian Press, January 20, 2023

[Executive elected at SVCA annual meeting](#)

Wellington Advertiser, February 2, 2023

[Saugeen Conservation elects new chair at AGM](#)

Penticton Herald, February 8, 2023

Bluffs on north side of river ‘slip-sliding away’

PAULINE KERR
Local Journalism Initiative Reporter
pkerr@midwesternnewspapers.com

BROCKTON – The problem has been brewing for 40 years, and in the making for a few thousand more. Erosion in the area of Valleyside Drive, Walkerton has reached the point where doing nothing is no longer an option.

Members of Brockton council heard a presentation on Jan. 10 by B.M. Ross and Associates Ltd. on the study that’s underway on Saugeen riverbank erosion. Also attend-

ing the presentation by Kelly Vader, senior environmental planner, and Steve Jackson, were several residents of Valleyside Drive.

The problem isn’t the fact that the Saugeen River is trying to forge a new path north of its present course where it winds through Walkerton, and is slowly but surely eating away at the 100-foot bluffs along the north riverbank. The problem is a municipal council from 40 years ago that allowed a developer to build houses on top of the bluffs without first stabilizing the slope. Erosion has progressed to the point where houses are, or will be, in jeopardy.

An environmental assessment was launched in 2020; the presentation provided an update on its progress, with options for action. Next steps include selecting an option and getting appropriate approvals.

Jackson began with what he called “erosion 101.” He provided a brief explanation of the processes at work that are causing erosion – the river current, overland water and groundwater seepage.

“The largest is the river,” he said, noting that it’s not consistent year to year but is affected by weather events.

See OPTIONS on page 2

Options considered by council

Continued from front

As the river eats away at the bank (toe erosion) and the entire slope becomes steepened, eventually the top of the bank erodes to stabilize itself.

The report presented by Vader and Jackson included a statement about the rate of erosion – 0.5 metres per year, based on historical reports and a review of aerial photos back as far as the 1970s.

Jackson referred to the 1987 geotechnical assessment completed by Golder Associates at the request of Saugeen Conservation. Golder was retained in 2021 to update its recommendations made in the original report.

The same recommendations were still valid, according to the report presented at the council meeting.

One option is to cut into the slope and regrade it by filling.

A second is to realign the river to the south and regrade the slope by filling.

A third is to realign the river and regrade by both filling and cutting.

The fourth is to protect the toe of the slope and leave the bank as it is.

The remaining option is to do nothing.

Jackson explained that stabilizing the

slope would actually “cause less impact to downstream areas” than allowing it to erode and put debris and silt in the water.

Whatever option is selected has a cost attached. The report stated construction access is difficult due to the steep bank and river; access from the top would be very expensive, while access from the west would mean removing trees, leaving access from the east as the preferred route.

The estimated cost of regrading the slope by cutting is \$7,820,000. Costs of options requiring realigning the river are at least that amount. The estimated cost of protecting the toe of the slope but leaving the bank, would be \$3,100,000.

Vader said, “We’re nearing the end of the Class EA.”

The recommended alternative is the fourth one, involving protecting the toe and leaving the slope as it is. As stated in the report, “It is the most cost-effective solution that addresses the problem.” It also minimizes the impact to adjacent properties, and results in fewer impacts to both the water and species habitat.

Council voted to support the recommendation as the preferred alternative.

Coun. Carl Kuhnke commented that a lesson he learned long ago was, “Never try



Pauline Kerr Photo

The bluffs are celebrated in a mural that shows a scene along the river from days gone by, of a family enjoying a picnic. There are now houses at the top of the bluffs.

to realign a river – I would never support that.”

Clerk Fiona Hamilton said there’ll be ample opportunity for further comment.

Following a review period, during which agencies, Indigenous communities and adjacent property owners will be consulted, council will confirm its selection of the preferred alternative.

After the final report, the Class EA process can be completed, the final engineering design completed, and tendering can take place.

One resident of the Valleyside area, Mike Weber, said, “I’m glad council is fixing it.”

Council went into closed session to seek legal advice on erosion recommendations before returning to open session to complete the remainder of the meeting.

REGIONAL NEWS

County sends letter to province regarding lack of consultation on Bill 23

PAULINE KERR

Local Journalism Initiative Reporter
pkerr@midwesternnewspapers.com

BRUCE COUNTY – County council is sending a letter to the province, local MPPs and the county’s member municipalities regarding the lack of consultation on Bill 23.

On Oct. 25, the province’s minister of municipal affairs and housing, Steve Clark, introduced omnibus Bill 23, called the *More Homes Built Faster Act, 2022* (Bill 23). The commenting period had an initial deadline of Nov. 24; on Nov. 23, that was extended to Dec. 9. However, the province passed the legislation on Nov. 28.

The commenting period took place during the transition between council terms, meaning there was no opportunity for staff to bring comments on Bill 23 to council for endorsement prior to passing of the bill.

At the Dec. 15 planning and development committee meeting, committee members asked staff to prepare a letter to send to the province expressing council’s concerns about the lack of meaningful consultation on Bill 23.

The letter, addressed to the municipal affairs and housing minister, was discussed during the Jan. 26 planning and development committee meeting, and will be forwarded as per the staff recommendation.

The letter states, in part, that “Bruce County strongly objects to the province proposing Bill 23 during the council transition period” following the Oct. 24, 2022 election. The letter goes on to say that the province’s actions negatively impact its relationship with municipalities “at a time where partnership between multiple levels of government is critical to address affordable housing across Ontario... We are disappointed by the approach taken by the province. The proposed changes are many, far-reaching, and some contradict other recent changes that are in process of being implemented by municipalities. These rapid changes pull staff time away from their tangible work of addressing affordable housing locally to reconstruct the planning framework and fill service gaps created by the province, such as removing conservation authorities from natural heritage review.”

The letter concludes by requesting that “when legislative change is introduced by the province, it is with a reasonable review period and commitment to respecting the communicated consultation timeframes prior to passing legislation.”

The overall tone of the letter is positive, focusing on the need for affordable housing locally.

“It’s a great letter,” commented County Coun. Luke Charbonneau (Saugeen Shores). He expressed his appreciation to

staff for putting it together.

The letter, with a few minor revisions, will now be forwarded as recommended.

The committee also discussed comments on the Provincial Policy Statement 2020 and Places to Grow review, which will be circulated to clerks and CAOs to share with their local councils.

Along with Bill 23, the province is undertaking a housing-focused policy review. The staff report presented to the committee stated that the ministry of municipal affairs and housing “was seeking input on how to create a streamlined provincewide land use planning policy framework that enables municipalities to approve housing faster and increase housing supply.”

At present, the Places to Grow growth plan does not apply to Bruce County – it is for the Greater Golden Horseshoe area.

The letter stating Bruce County’s comments runs a dozen pages and is quite detailed.

Charbonneau echoed his earlier statements, thanking staff for their efforts.

“A lot of work went into this in a short period of time,” he said.

County Coun. Kenneth Craig (Kincardine) expressed concern about the increasing demands put on the Saugeen Ojibway Nation’s limited resources regarding planning applications. He suggested those concerns be outlined in a letter to the province.

An additional information item discussed by the committee was the changing role of conservation authorities (CAs) in planning. CAs are now limited to commenting on natural hazards and source water protection, for planning applications within their jurisdiction. They cannot review natural heritage and water resources (other than source protection).

However, the *Planning Act* and Provincial Policy Statement, as well as county and local Official Plans, require a natural heritage review to be completed.

An information report presented to the committee stated, “This creates a major service gap for municipalities and the county. Neither local municipalities, nor the county planning division, has the internal capacity or expertise at the current time to provide natural heritage and review with in-house resources.” The county has secured the services of a consulting firm, North-South Environmental Inc.

Discussion involved the financial impact this will have on the county.

Charbonneau said he’d “much rather see applicants cover the costs than taxpayers.”

He and County Coun. Don Murray (Huron-Kinloss) spoke of the need for Saugeen Conservation to adjust the levy to reflect the fact they’re no longer providing the service.

Warden Chris Peabody agreed, speaking of “the need to evaluate this.”

Saugeen Conservation elects new chair

PAULINE KERR

Local Journalism Initiative Reporter
pkerr@midwesternnewspapers.com

FORMOSA – Saugeen Valley Conservation Authority (SVCA) has a new chair – Barbara Dobreen, representing Southgate. She was acclaimed to the position during the Jan. 19 annual meeting of the authority’s board of directors.

Acclaimed first vice-chair was Tom Hutchinson (West Grey); Paul Allen (Grey Highlands) was elected second vice-chair; elected member-at-large was Steve McCabe (Minto, Wellington North).

The meeting was held at the SVCA headquarters in Formosa – the first time an in-person meeting of the directors has been held there since before COVID.

Because of the weather, a contingency plan was in place to have the meeting on Zoom if necessary, but the decision was made to go ahead with the in-person meeting.

Past chair Maureen Couture conducted the first part of the meeting including elections, welcoming a number of special guests including MP Ben Lobb and MPP Lisa Thompson.

Said Lobb, “It’s a pleasure to be here in person.”

Thompson thanked everyone who has finished their term with the SVCA board, and commented positively on their work in “making sure SVCA is focusing on priorities.”

Two staff members were recognized with service awards, presented by Couture and SVCA general manager Jennifer Stephens – Lorne Chamberlain, five years; and Erik Downing, 15 years.

Couture said in her address to the board, “It’s been my pleasure to serve as chair.” She noted that in her term that started January 2021, all meetings were conducted on Zoom – until her final meeting Jan. 19, 2023.

During that time, a lot was accomplished including a number of infrastructure proj-



Pauline Kerr Photo

Saugeen Valley Conservation Authority’s annual meeting on Jan. 19 included the election of the new executive. Here, they stand with special guests. From the left are MP Ben Lobb, Steve McCabe – member-at-large, Tom Hutchinson – first vice-chair, Barbara Dobreen – chair, Maureen Couture – past chair, Paul Allen – second vice-chair, MPP Lisa Thompson, and Jennifer Stephens – SVCA general manager.

ects. The permit review time was shortened, while the accuracy of the reviews increased. Natural hazards “were given the place that was their due.” Two new properties were added to the SVCA, and 28,000 trees were planted. A new program was implemented to allow staff to ticket those in violation of regulations on SVCA property. At present, the ramifications of Bill 23 are being assessed.

“The outlook is positive,” said Couture in closing. Her final remarks were words of congratulations for staff, who worked effectively during the “terrible conditions” of COVID-19. She expressed confidence that she’s leaving the SVCA in good hands, with staff, board members and the new executive.

Stephens presented an overview of her time with the SVCA – just over two years. “It’s been an adventure,” she said.

Despite the fact they were “tumultuous years” they “set a solid foundation for positive change.” She spoke of the 10-year strategic plan that will be released, and the narrowing of the scope of services that will “allow us to do fewer things, but do them well.”

“There’s still much to be done,” added Stephens, but she expressed confidence in the “willingness and expertise” of staff to accomplish the SVCA’s goals.

Dobreen, the new chair, told the board, “I appreciate the vote of confidence.” This will be her ninth year with the authority, and she said, “I’m looking forward to the challenge.”

Forestry and Lands department

The meeting included a presentation on the Forestry and Lands department, presented by Donna Lacey, department manager, as part of a continuing orientation that will include presentations at future meetings on the SVCA’s other departments.

Lacey introduced the staff who are responsible for the almost 22,000 acres of land that includes conservation areas, managed forests, wildlands and wetlands. She explained that wildlands are areas where no forestry harvesting takes place, for example, Sulphur Spring.

“It’s largely an educational property; people see what happens as nature takes its course,” said Lacey.

SVCA took over forest management when the Ministry of Natural Resources ended its forestry program in 1998.

“Landowners were left needing advice,” she said. “We offer an unbiased opinion.”

The programs offered include tree planting and tree sales, as well as a tree marking service. Staff have professional forestry credentials.

The “Lands” part of the department includes the four campgrounds, three of them staffed.

“They’re run somewhat like independent businesses,” Lacey said. “We are definitely tourism operators.”

The nine conservation areas (Allan Park, Brucedale, Denny’s Dam, Durham, McBeath, Saugeen Bluffs, Stoney Island, Sulphur Spring and Varney) each have some sort of amenity, such as a parking lot and/or washrooms. Lacey urged the board members to take a walk through these conservation areas.

Of course, management of these diverse properties requires a diverse set of skills, including plumbing, electrical, woodworking, mechanical, operating heavy equipment, fleet maintenance and trail maintenance, she said.

Stewardship is an important part of the department – staff assist landowners with projects.



Saugeen Conservation Says Higher Than Normal Water Levels Possible

Claire McCormack
Feb 9, 2023 | 1:32 PM

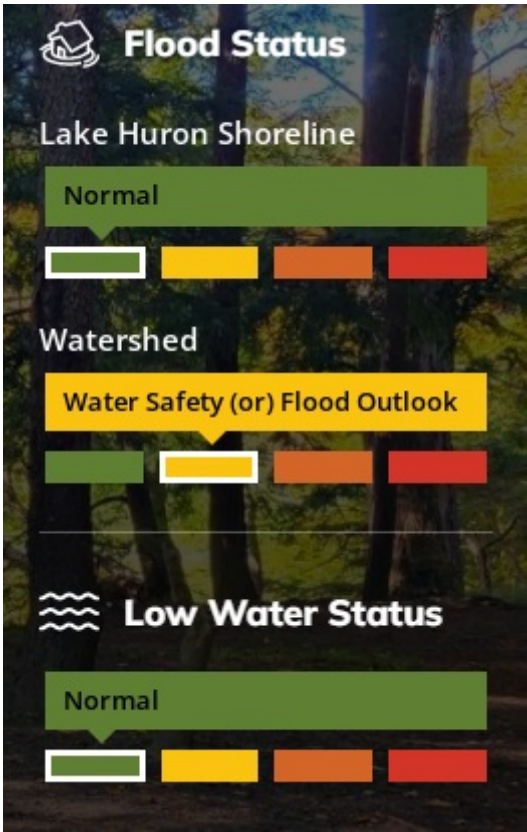


Image from Saugeen Conservation's website

The Saugeen Valley Conservation Authority says forecast precipitation, unseasonably warm temperatures and snowmelt are likely to cause higher than normal water levels across the watershed over the next few days.

There is 20 to 25 mm rain in the forecast and melting of the remaining snowpack could accelerate, resulting in rapid run-off into watercourses, and will likely cause the break up and movement of river ice.

They say, “Any remaining ice on our watercourses, during or following this event, will be unsafe to be on.”

Saugeen Conservation’s jurisdiction includes the Saugeen, Penetangore and Pine Rivers and the Lake Huron shoreline in its area.

They add, while significant flooding is not expected, watercourses could reach or exceed bank-full conditions, with minor flooding in low-lying areas. The conservation authority notes, more extensive flooding is possible should the region receive rainfall amounts greater than what is currently forecast.

“The public is reminded to stay away from all watercourses and structures such as bridges, culverts, and dams. High water levels, fast flowing water, and slippery conditions along watercourse banks are extremely dangerous,” says the authority.

Saugeen Conservation staff will be closely monitoring the situation and will provide an update if conditions change.



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Friday, February 10, 2023

Saugeen Valley Conservation Authority
1078 Bruce Road 12
Box 150
Formosa, ON, N0G 1W0

Re: Audit of the Financial Statements of Saugeen Valley Conservation Authority

Dear Sirs and Mesdames:

This report is intended solely for the use of the Board of Directors and should not be distributed without our prior consent. We accept no responsibility to a third party who uses this communication.

We have been engaged to express an audit opinion on the financial statements of Saugeen Valley Conservation Authority ("the company") for the year ended December 31, 2022. Canadian Auditing Standards ("CAS") require that we communicate the following information with you in relation to your audit.

Management is responsible for establishing and maintaining an adequate internal control structure and procedures for financial reporting. This includes the design and maintenance of accounting records, recording transactions, selecting and applying accounting policies, safeguarding of assets and preventing and detecting fraud and error.

Auditor Independence

We will, through our planning process, identify any potential independence threats and will communicate any concerns we identify. The company, management and the Board of Directors have a proactive role in this process, and are responsible for understanding the independence requirements applicable to the company and its auditor. You must bring to our attention any concerns you may have, or any knowledge of situations or relationships between the company, management, personnel (acting in an oversight or financial reporting role) and our Firm, its partners/principals and audit team personnel that may reasonably be thought to bear on our independence.

In determining which relationships to report, these standards require us to consider relevant rules and related interpretations prescribed by the Chartered Professional Accountants of Ontario and applicable legislation, covering such matters as:

- (a) Holding a financial interest, either directly or indirectly, in a client;
- (b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;
- (c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;
- (d) Economic dependence on a client; and

AUDIT • TAX • ADVISORY

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(e) Provision of services in addition to the audit engagement.

In accordance with our professional requirements, we advise you that we are not aware of any relationships between the company and our Firm that, in our professional judgement, may reasonably be thought to bear on our independence.

Accordingly, we hereby confirm that our audit engagement team, our Firm and the other Baker Tilly Canada offices are independent with respect to the company within the meaning of the Code of Professional Conduct Rule 204 of the Chartered Professional Accountants of Ontario.

Our Responsibilities as Auditor

As stated in the engagement letter, our responsibility as auditor of your company is to express an opinion on whether the financial statements present fairly, in all material respects, the financial position, results of operations and cash flows of the company in accordance with Canadian Public Sector Accounting Standards.

An audit is performed to obtain reasonable but not absolute assurance as to whether the financial statements are free of material misstatement. Due to the inherent limitations of an audit, there is an unavoidable risk that some misstatements of the financial statements will not be detected (particularly intentional misstatements concealed through collusion), even though the audit is properly planned and performed.

Our audit includes:

- Assessing the risk that the financial statements may contain material misstatements that, individually or in the aggregate, are material to the financial statements taken as a whole;
- Examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements;
- Assessing the accounting principles used, and their application;
- Assessing the significant estimates made by management;
- Concluding on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern; and
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a matter that achieves fair presentation.

As part of our audit, we will obtain a sufficient understanding of the business and internal control structure of the company to plan the audit. This will include management's assessment of:

- The risk that the financial statements may be materially misstated as a result of fraud and error; and
- The internal controls put in place by management to address such risks.

The engagement team must undertake a documented planning process prior to commencement of the audit to identify concerns, address independence considerations, assess the engagement team requirements, and plan the audit work and timing. It may be necessary to contact members of the Board of Directors if significant matters arise from planning procedures.

An audit does not relieve management or those responsible for governance of their responsibilities for the preparation of the company's financial statements.

Board of Directors Members' Responsibilities

The Board of Directors' role is to act in an objective, independent capacity as a liaison between the auditor, management and the board of directors to ensure the auditor has a facility to consider and discuss governance and audit issues with parties not directly responsible for operations.

The Board of Directors' responsibilities include:

- Being available to assist and provide direction in the audit planning process when and where appropriate;
- Meeting with the auditor as necessary and prior to release and approval of financial statements to review audit, disclosure and compliance issues;
- Where necessary, reviewing matters raised by the auditor with appropriate levels of management, and reporting back to the auditor their findings;
- Making known to the auditor any issues of disclosure, corporate governance, fraud or illegal acts, non-compliance with laws or regulatory requirements that are known to them, where such matters may impact the financial statements or the Independent Auditor's Report;
- Providing guidance and direction to the auditor on any additional work the auditor feels should be undertaken in response to issues raised or concerns expressed;
- Making such enquiries as appropriate into the findings of the auditor with respect to corporate governance, management conduct, cooperation, information flow and systems of internal controls; and
- Reviewing the draft financial statements prepared by management, including the presentation, disclosures and supporting notes and schedules, for accuracy, completeness and appropriateness, and approving same to be passed to the Board of Directors for approval.

Audit Approach

Outlined below are certain aspects of our audit approach which are intended to help you in discharging your oversight responsibilities. Our general approach to the audit of Saugeen Valley Conservation Authority is to assess the risks of material misstatement in the financial statements and then respond by designing audit procedures.

Illegal Acts, Fraud, Intentional Misstatements and Errors

Our auditing procedures, including tests of your accounting records, will be limited to those considered necessary in the circumstances and will not necessarily disclose all illegal acts, fraud, intentional misstatements or errors should any exist. We will conduct the audit under CAS, which include procedures to consider (based on the control environment, governance structure and circumstances encountered during the audit), the potential likelihood of fraud and illegal acts occurring.

These procedures are not designed to test for fraudulent or illegal acts, nor will they necessarily detect such acts or recognize them as such, even if the effect of its consequences on the financial statements is material. However, should we become aware that an illegal or possible illegal act or an act of fraud may have occurred, other than one considered clearly inconsequential, we will communicate this information directly to the Board of Directors.

It is management's responsibility to detect and prevent illegal actions. If such acts are discovered or the Board of Directors becomes aware of circumstances under which the company may have been involved in fraudulent, illegal or regulatory non-compliance situations, such circumstances must be disclosed to us.

Related Party Transactions

During our audit, we conduct various tests and procedures to identify transactions considered to involve related parties. Related parties exist when one party has the ability to exercise, directly or indirectly, control, joint control or significant influence over the other. Two or more parties are related when they are subject to common control, joint control or common significant influence. Related parties also include management, directors and their immediate family members and companies with which these individuals have an economic interest.

We will ensure that any related party transactions that are identified during the audit have been represented by management to have been disclosed in the notes to financial statements, recorded in accordance with Canadian Public Sector Accounting Standards, and have been reviewed with you. Management is required to advise us if any related party transactions have occurred that have not been disclosed to us. The Board of Directors is required to advise us if they are aware of or suspects any other related party transactions have occurred which have not been disclosed in the financial statements.

Significant Accounting Principles and Policies

The company's financial statements will be prepared by management using various accounting principles, which have been incorporated into the company's accounting policies and disclosed in the notes to the financial statements. Where accounting policies have changed from one period to the next, such changes will be noted and the effect of these changes will be disclosed.

The accounting policies adopted may be acceptable policies under Canadian Public Sector Accounting Standards; however, alternative policies may also be acceptable under Canadian Public Sector Accounting Standards. The company and the Board of Directors have a responsibility to not adopt extreme or inappropriate interpretations of Canadian Public Sector Accounting Standards that may have inappropriate or misleading results. Alternative policies, if adopted, may produce significant changes in the reported results of the operations, financial position and disclosures of the company.

The Board of Directors has a responsibility to review the accounting policies adopted by the company, and where alternative policies are available, make determinations as to the most appropriate policies to be adopted in the circumstances. If members of the Board of Directors are concerned that the adoption or change of an accounting policy may produce an inappropriate or misleading result in financial reporting or disclosure, this concern must be discussed with management and us. If the Board of Directors believes that a policy or policies adopted are inappropriate or produce a misleading result in the circumstances, these concerns should be discussed with us directly, either privately or in Board of Directors meetings.

Risk-based

Our risk-based approach focuses on obtaining sufficient appropriate audit evidence to reduce the risk of material misstatement in the financial statements to an appropriately low level. This means that we focus our audit work on areas that have a higher risk of being materially misstated.

Materiality

Materiality is defined as:

Materiality is the term used to describe the significance of financial statement information to decision makers. An item of information, or an aggregate of items, is material if it is probable that its omission or misstatement would influence or change a decision. Materiality is a matter of professional judgement in the particular circumstances.

Materiality is used throughout the audit and in particular when:

- a) Identifying and assessing risk of material misstatement;

- b) Determining the nature, timing and extent of further audit procedures; and
- c) Evaluating the effect of uncorrected misstatements, if any, on the financial statements and in forming an opinion on the Auditor's Report.

Audit Procedures

The objective of the tests of controls is to evaluate whether certain controls operated effectively. The objective of the tests of details is to detect material misstatements in the account balances and transaction streams. Substantive analytical procedures are used to identify differences between recorded amounts and predictable expectations in larger volumes of transactions over time.

In response to our risk assessment and based on our understanding of internal controls, we will use a substantive approach for the audit.

Should any member of the Board of Directors wish to discuss or review any matter addressed in this letter or any other matters related to financial reporting, please do not hesitate to contact us at any time.

Yours very truly,

A handwritten signature in black ink that reads "Baker Tilly SGB". The signature is written in a cursive, flowing style.

Baker Tilly SGB LLP
Chartered Professional Accountants

Report To: Chair and Directors, Saugeen Valley Conservation Authority

From: Jennifer Stephens, General Manager/Secretary-Treasurer

Date: February 16, 2023

Subject: Standing Committees Terms of Reference

Purpose: To seek endorsement from the Board of Directors on the Terms of Reference for the Water Resources, Forestry, and Property and Parks Committees

Recommendation

THAT the proposed Terms of Reference for the Water Resources, Forestry, and Property and Parks Committees be endorsed.

Background

Saugeen Valley Conservation Authority has four standing committees that assist the Board of Directors in conducting their business. These committees are referred to by name as Water Resources, Forestry, Property and Parks, and Agricultural Advisory. Except for the Agricultural Advisory Committee, the remainder of the committees have formally never had Terms of Reference.

Analysis

Staff have prepared Terms of Reference for the three committees informed by discussions with previous committee members. To formalize the documents, they are being brought before the Board of Directors for endorsement. The Terms of Reference for the Agricultural Advisory Committee is also intended to be revised and will be brought before the Board for endorsement at a later date.

Prepared by:

[Original Signed By]

Jennifer Stephens
General Manager/Secretary-Treasurer



Terms of Reference

Water Resources Committee

February 16, 2023

Version 0.1

1. Purpose

The Committee will exist for the following goals:

- To evaluate opportunities to enhance or modify, where necessary, water resources related programs and services;
- To review potential liabilities associated with water resources related programs and services; and
- To create, maintain, and implement communications with the public and stakeholders about SVCA's water resources.

2. Scope

The Committee is responsible for providing direction pertaining to the following programs and services:

- Flood Forecasting and Warning;
- Flood and Erosion Control Projects;
- Water Quality Monitoring; and
- Drinking Water Source Protection.

3. Authority

Staff will look to committee members for direction in the best interest of all water related projects and programming at SVCA.

4. Membership

The committee will consist of five members including the Chair (as "*ex-officio*") of Saugeen Valley Conservation Authority. Members will be appointed each calendar year at the Annual Meeting of the Saugeen Valley Conservation Authority.

A quorum for the meeting shall consist of 50% of the appointed Directors plus one. The SVCA Chair as an *ex-officio* member is not included in the quorum count but has all rights and privileges as other members (*i.e.*, voting).

The General Manager/Secretary-Treasurer and the Manager of Water Resources will attend each committee meeting. The Executive Secretary may attend each committee meeting.

5. Meeting Arrangements

The Committee shall function until such time as the Board of Directors, Saugeen Valley Conservation Authority deems it unnecessary.

The Committee will convene a minimum of four times annually; typically, February, May, August, and November.

The Committee will endeavour to tour Water and Erosion Control projects to gain an improved understanding of the status of these assets.

Meeting agenda materials and minutes will be circulated no later than 48 hours in advance of the committee meeting.

6. Reporting

Approved minutes from committee meetings will be brought forward through the Consent Agenda to the Saugeen Valley Conservation Authority Board of Directors at their next meeting or the draft minutes within six (6) months if the committee is not scheduled to meet in this timeframe.

7. Resources and Budget

Meetings will be convened in person at the Formosa Administrative Office, at a pre-arranged SVCA site, or virtually when necessary to ensure quorum is met, or due to direction issued by the Provincial government, or inclement weather.

8. Deliverables

The committee shall be delegated authority to recommend actions for improvement to water and erosion control assets and infrastructure.

The committee will oversee the development and implementation of initiatives used to evaluate safety of the public in relation to SVCA's water and erosion assets and infrastructure.

The committee will provide direction into the growth and enhancement of SVCA's water resources related programs and services.

The committee will provide input and direction on opportunities to communicate with the public and stakeholders about SVCA's water resources.

9. Review

This Terms of Reference will be reviewed, and amended if necessary, every three years beginning in November 2025.



Terms of Reference

Forestry Committee

February 16, 2023

Version 0.1

1. Purpose

The Committee will exist for the following goals:

- To ensure the sustainable management of the Authority's forests;
- To evaluate opportunities to increase revenue based on existing markets;
- To examine revenue producing opportunities; and
- To create, maintain, and implement a 20-year Management Plan for all SVCA Managed Forests, along with individual 10-year Operating Plans for each Managed Forest in accordance with the budgetary resources available.

2. Scope

The Committee is responsible for providing direction pertaining to all Authority forested properties.

3. Authority

Staff will look to the committee for direction in the best interest of the management of Authority forests.

4. Membership

The committee will consist of five members including the Chair, (as "*ex-officio*") of Saugeen Valley Conservation Authority. Members will be appointed each calendar year at the Annual Meeting of the Saugeen Valley Conservation Authority.

A quorum for the meeting shall consist of 50% of the appointed Directors plus one. The SVCA Chair as an *ex-officio* member is not included in the quorum count but has all rights and privileges as other members (i.e., voting).

The General Manager/Secretary-Treasurer and the Manager of Forestry and Lands will attend each committee meeting. The Forestry Technician and the Executive Secretary may attend each committee meeting. If the Committee meets at one of the Authority's forested properties, the Saugeen Valley Conservation Authority Director(s) representing the municipality where the property is located shall be invited to participate.

5. Meeting Arrangements

The Committee shall function until such time as the Board of Directors, Saugeen Valley Conservation Authority deems it unnecessary.

The Committee will convene a minimum of three times annually: March, August, and in the Fall for tender opening.

The Committee will tour forested properties, where possible, to gain an improved understanding of the status of the forests. The Chair of the Committee may call for the meeting to be conducted electronically.

Meeting agenda materials and minutes will be circulated no later than 48 hours in advance of the committee meeting.

6. Reporting

Approved minutes from committee meetings will be brought forward through the Consent Agenda to the Saugeen Valley Conservation Authority Board of Directors at their next meeting, or the draft minutes within six (6) months if the committee is not scheduled to meet in this timeframe.

7. Resources and Budget

Meetings will be convened in person at the Formosa Administrative Office or at one of the forests for which the committee is responsible, or virtually when necessary to ensure quorum is met, or due to direction issued by the Provincial government, or inclement weather.

The committee shall delegate small timber sales in an amount not to exceed \$15,001.00 to the Manager of Forestry and Lands outside of a tendering process.

8. Deliverables

The Committee shall be delegated authority to implement actions for improvement to assets, infrastructure, and revenue production that do not require any unbudgeted money or impact General Levy.

The Committee will oversee the development and implementation of the 20-year Forest Management Plan.

The Committee will oversee the development and implementation of the 10-year Operating Plan for each Managed Forest.

The Committee will provide input and direction on marketing opportunities.

9. Review

This Terms of Reference will be reviewed and amended, if necessary, every three years beginning in November 2025.



Terms of Reference

Property and Parks Committee

February 16, 2023

Version 0.1

1. Purpose

The Committee will exist for the following goals:

- To ensure the maintenance of the Authority's assets, as well as improved services, while maintaining sustained revenue from the campgrounds, providing safe public spaces, and safe workplaces;
- To examine means to improve the overall infrastructure at campgrounds, conservation areas, and other properties;
- To evaluate opportunities to increase revenue based on existing infrastructure at the Bruce Dale, Durham, Saugeen Bluffs, and other conservation areas;
- To look beyond existing infrastructure to examine revenue producing opportunities;
- To create, maintain, and implement a 10-year master plan for each campground and conservation area in accordance with the budgetary resources available;
- To incorporate all aspects of risk management and potential liability into decisions being made concerning SVCA properties and their operation, and
- To ensure that provincial health and safety guidelines are being respected at all SVCA properties.

2. Scope

The Property and Parks Committee is responsible for providing direction pertaining to conservation areas and properties.

3. Authority

Staff will look to the committee for direction in the best interest of the conservation areas and properties.

4. Membership

The committee will consist of 5 members including the Chair (as "*ex-officio*"), of Saugeen Valley Conservation Authority. Members will be appointed each calendar year at the Annual Meeting of the Saugeen Valley Conservation Authority.

A quorum for the meeting shall consist of 50% of the appointed Directors plus one. The SVCA Chair as an *ex-officio* member is not included in the quorum count but has all rights and privileges as other members (*i.e.*, voting).

The General Manager/Secretary-Treasurer and the Manager of Forestry and Lands will attend each committee meeting. The Executive Secretary may attend each committee meeting. If the Committee meets at one of the Authority's properties, the Saugeen Valley Conservation Authority Director(s) representing the municipality where the property is located shall be invited to participate.

5. Meeting Arrangements

The committee shall function until such time as the Board of Directors, Saugeen Valley Conservation Authority deems it unnecessary.

The committee will convene a minimum of three times annually: March, July, and September.

The committee will tour conservation areas and properties on a rotational basis to gain an improved understanding of the status of the holdings.

Meeting agenda materials and minutes will be circulated no later than 48 hours in advance of the committee meeting.

6. Reporting

Approved minutes from committee meetings will be brought forward through the Consent Agenda to the Saugeen Valley Conservation Authority Board of Directors at their next meeting, or the draft minutes within six (6) months if the committee is not scheduled to meet in this timeframe.

7. Resources and Budget

Meetings will be convened in person at the Formosa Administrative Office or at one of SVCA's properties for which the committee is responsible, or virtually when necessary to ensure quorum is met, or due to direction issued by the Provincial government, or inclement weather.

8. Deliverables

The Committee shall be delegated authority to implement actions for improvement to assets, infrastructure, and revenue production that do not require any unbudgeted money or impact General Levy.

The committee will oversee the development and implementation of master plans, as well as the Conservation Lands Inventory and the Conservation Areas Strategy.

The committee will provide input and direction on marketing opportunities.

9. Review

This Terms of Reference will be reviewed and amended, if necessary, every three years beginning in November 2025.

Report To: Chair and Directors, Saugeen Valley Conservation Authority

From: Erik Downing, Manager, Environmental Planning and Regulations
Donna Lacey, Manager, Forestry and Lands

Date: February 16, 2023

Subject: Provincial Offences Officer Designation

Purpose: To have current SVCA staff formally designated as Provincial Offences Officers

Recommendation

THAT SVCA Regulations Officer Trent Francis be designated by the SVCA Board of Directors as a Provincial Offences Officer for the purpose of enforcing Section 28 of the *Conservation Authorities Act*.

AND FURTHER THAT SVCA Lands Technician Jilliana Wiersma be designated by the SVCA Board of Directors as a Provincial Offences Officer for the purpose of enforcing Section 29 of the *Conservation Authorities Act*.

Background

In March, May, and October 2021, SVCA staff brought forward reports to the Board of Directors to have specific staff positions appointed as officers by the Authority for the purposes of reviewing Section 28 Permit applications, enforcement of SVCA's Section 28 Regulation (O. Reg. 169/06), and the enforcement of SVCA's Section 29 Regulation (O. Reg. 133/90).

In carrying out the duties of a Regulations Officer, once court proceedings have commenced for a violation of Ontario Regulation 169/06, as amended, for staff to complete various processes such as serving summons, executing search warrants, etc., they are also required to be designated as Provincial Offences Officers. Appropriate training and qualifications are required to perform the duties of a Provincial Offences Officer in a professional and competent manner. Legislation and qualifying criteria have been established since 1999 to set a professional standard in this regard. Additionally, when before a Justice of the Peace, staff may be asked by the court to provide proof of their designation and training as confirmation of the credibility of the officer.

Analysis

Per the *Provincial Offences Act (POA)*, the *Conservation Authorities Act (CAA)* and the class designation / correspondence from the Ministry of Natural Resources (MNR), it has been established that there is an inherent need for a standard set of criteria that each Conservation

Authority should apply when appointing an officer to enforce their own respective legislation. Specifically:

- *Provincial Offences Act* Section 1(3) states “A minister of the Crown may designate in writing any person or class of persons as a provincial offences officer for the purposes of all or any class of offences.
- *Conservation Authorities Act* Section 28(1) states: Subject to the approval of the Minister, an authority may make regulations applicable in the area under its jurisdiction, (d) providing for the appointment of officers to enforce any regulation made under this section or section 29; (e) providing for the appointment of persons to act as officers with all the powers and duties of officers to enforce any regulation made under this section.

The MNR Class Designation (see attached) was signed on June 14, 1999, by the Minister of Natural Resources, regarding the appointment of a class of persons as officers for offences under the *Conservation Authorities Act* and the *Trespass to Property Act*.

The following criteria shall be satisfied when appointing an employee as an “officer” for enforcing Section 28 and / or Section 29 of the *Conservation Authorities Act*:

1. The officer shall provide proof of a clean criminal record check
2. The officer shall be adequately trained* in the legislation they are to enforce (i.e., *Conservation Authorities Act*, *Provincial Offences Act*, *Trespass to Property Act*).

*Provincial Regulatory Compliance Foundations Training (or equivalent training) is the most familiar option that has been utilized by Conservation Authorities.

When the qualifying criteria are satisfied, the officer shall be appointed as a Provincial Offences Officer by the respective Conservation Authority Board, to enforce Section 28 and / or Section 29 of the *Conservation Authorities Act* for the respective jurisdiction in which the officer has received the appointment.

The Conservation Authority and Provincial Offences Officer shall each maintain a file of appointments including proof that the “qualifying criteria” have been satisfied, to confirm that staff are properly empowered to enforce the legislation respective to their appointment. The file should be updated on a regular basis to include all relevant training.

Discussion

The following SVCA Regulation Officer has satisfied the designation criteria noted above including successful completion of the required compliance foundations training and recent clean criminal record check (2022).

- Trent Francis – 6 months experience as a SVCA Regulations Officer (Section 28), previous Ministry of Natural Resources and Forestry Positions

To allow for this officer to complete all components of their enforcement duties, it is the recommendation of staff that Trent Francis be designated by the SVCA Board of Directors as a

Provincial Offences Officer for the purpose of enforcing Section 28 of the *Conservation Authorities Act*.

The following SVCA Forestry and Lands staff has satisfied the designation criteria noted above, including successful completion of required compliance foundations training and recent clean criminal record check (2022).

- Jilliana Wiersma – 5 years of land management

To allow for this officer to complete all components of their enforcement duties, it is the recommendation of staff that Jilliana Wiersma be designated by the SVCA Board of Directors as a Provincial Offences Officer for the purpose of enforcing Section 29 of the *Conservation Authorities Act*.

Financial Implications

There are no financial implications for these designations beyond the costs associated with the criminal record checks and officer training that have already been incurred.

Prepared by:

[Original Signed By]

Erik Downing
Manager, Environmental Planning and Regulations

Prepared by:

[Original Signed By]

Donna Lacey
Manager, Forestry and Lands

Approved by:

[Original Signed By]

Jennifer Stephens
General Manager / Secretary-Treasurer

Protocol for Conservation Authority Designation of a Provincial Offences Officer

Objective:

The objective of this protocol is to provide clear and consistent documentation with regard to requirements for designation of Provincial Offences Officers by Conservation Authority Boards and to maintain a standard of professionalism in carrying out regulatory compliance responsibilities.

Background:

Appropriate training and qualifications are required in order to perform the duties of a Provincial Offences Officer in a professional and competent manner. Legislation and qualifying criteria have been established since 1999 to set a professional standard in this regard. Additionally, when before a Justice of the Peace, staff may be asked by the court to provide proof of their designation and training as a confirmation of the credibility of the officer.

Legislation:

As per the *Provincial Offences Act (POA)*, the *Conservation Authorities Act (CAA)* and the class designation / correspondence from the Ministry of Natural resources (MNR), it has been established that there is an inherent need for a standard set of criteria that each Conservation Authority should apply when appointing an officer to enforce their own respective legislation. Specifically:

- *POA Section 1(3) states “A minister of the Crown may designate in writing any person or class of persons as a provincial offences officer for the purposes of all or any class of offences.*
- *CAA Section 28. (1) states: Subject to the approval of the Minister, an authority may make regulations applicable in the area under its jurisdiction, (d) providing for the appointment of officers to enforce any regulation made under this section or section 29; (e) providing for the appointment of persons to act as officers with all of the powers and duties of officers to enforce any regulation made under this section.*
- *MNR Class Designation (see attached) was signed on June 14, 1999 by the Minister of Natural Resources, regarding the appointment of a class of persons as officers for offences under the Conservation Authorities Act and the Trespass to Property Act.*

Qualifying Criteria for Officer Candidates:

The following criteria shall be satisfied when appointing an employee as an “officer” for enforcing Section 28 and / or Section 29 of the *Conservation Authorities Act*:

1. The officer shall provide proof of a clean criminal record check
2. The officer shall be adequately trained* in the legislation they are to enforce (ie. *Conservation Authorities Act*, *Provincial Offences Act*, *Trespass to Property Act*).

*Provincial Regulatory Compliance Foundations Training (or equivalent training) is the most familiar option that has been utilized by Conservation Authorities.

Process - Appointment Process & Maintenance of Records:

When the qualifying criteria are satisfied, the officer shall be appointed as a Provincial Offences Officer by the respective Conservation Authority Board, in order to enforce Section 28 and / or Section 29 of the *Conservation Authorities Act* for the respective jurisdiction in which the officer has received the appointment.

The Conservation Authority and Provincial Offences Officer shall each maintain a file of appointments including proof that the “qualifying criteria” have been satisfied, to confirm that staff are properly empowered to enforce the legislation respective to their appointment. The file should be updated on a regular basis to include all relevant training.

DESIGNATION

This is page 1 of the Schedule mentioned in the designation by the Minister of Natural Resources.

Dated the 14th day of June 1999.

	Column 1 Class of Persons	Column 2 Class of Offences
1.	Any conservation officer appointed under the <u>Fish and Wildlife Conservation Act</u> or any deputy conservation officer appointed under the <u>Fish and Wildlife Conservation Act</u> by virtue of Section 28(o) of the <u>Interpretation Act</u> according to the terms of their appointment.	All offences under the following Acts and accompanying Regulations: <u>Fish and Wildlife Conservation Act</u> <u>Crown Forest Sustainability Act</u> <u>Endangered Species Act</u> <u>Fish Inspection Act</u> <u>Lakes and Rivers Improvement Act</u> <u>Mining Act</u> <u>Motorized Snow Vehicles Act</u> <u>Off-Road Vehicles Act</u> <u>Wild Rice Harvesting Act</u> In addition to the above, within provincial parks, the following Acts and accompanying Regulations: <u>Highway Traffic Act</u> <u>Liquor Licence Act</u> <u>Provincial Parks Act</u> <u>Trespass to Property Act</u>
2.	Any park warden, superintendent, assistant superintendent and district manager designated as such for the purposes of the <u>Provincial Parks Act</u> and the regulations thereunder.	All offences under the following Acts and accompanying Regulations, when carrying out duties within a provincial park: <u>Provincial Parks Act</u> <u>Highway Traffic Act</u> <u>Liquor Licence Act</u> <u>Motorized Snow Vehicles Act</u> <u>Off-Road Vehicles Act</u> <u>Trespass to Property Act</u>
3.	Any inspector designated as such for the purposes of the <u>Aggregate Resources Act</u> .	All offences under the <u>Aggregate Resources Act</u> and accompanying Regulations.
4.	Any officer appointed within the meaning of the <u>Forest Fires Prevention Act</u> .	All offences under the <u>Forest Fires Prevention Act</u> and accompanying Regulations.
5.	Any inspector appointed in accordance with the <u>Oil, Gas and Salt Resources Act</u> .	All offences under the <u>Oil, Gas and Salt Resources Act</u> and accompanying Regulations.
6.	Any inspector appointed under the <u>Lakes and Rivers Improvement Act</u> .	All offences under the <u>Lakes and Rivers Improvement Act</u> and accompanying Regulations.
7.	Any officer appointed under the <u>Public Lands Act</u> .	All offences under the <u>Public Lands Act</u> and accompanying Regulations.
8.	Any officer appointed under Clause 28(1)(d) of the <u>Conservation Authorities Act</u> .	All offences under the following Act and Conservation Authorities Act Regulations, when carrying out duties within their Conservation Authority: <u>Trespass to Property Act</u>

Report To: Chair and Directors, Saugeen Valley Conservation Authority

From: Erik Downing, Manager, Environmental Planning and Regulations

Date: February 16, 2023

Subject: Request for Endorsement: Permits Issued

Purpose: To seek endorsement for permits issued pursuant to Ontario Regulation 169/06, as amended

Recommendation

THAT the Development, Interference with Wetlands and Alterations to Shorelines and Watercourse applications (23-007-23-012), pursuant to Ontario Regulation 169/06, as approved by staff, be endorsed.

Background

Saugeen Valley Conservation Authority (SVCA) staff issue permits in accordance with SVCA policies and then present them to the Board for endorsement at each Authority meeting. The list below indicates the permits that have been issued in the month of February 2023.

Permit #	Location	Address	Proposed Works	Permit Type
23-012	Glenelg	553681 Glenelg Road 23, Pt Lot 31 and 32, Con 2 NDR	The construction of a 2950 square foot storage structure with related grading, filling, and excavation within the adjacent lands to the Saugeen River and other wetlands.	Regulated Area
23-011	Proton	231 Glenelg Street, Part of Lots 225-228 Concession 2	Site alteration required for Glenelg Residential Development, Township of Southgate.	Regulated Area
23-010	Holland	684034 30 Sideroad, Holland Centre, Con 8, Lot 13	Single Detached Dwelling, sewage disposal system, and grading.	Regulated Area

23-009	Kincardine Town	444 Durham Street, Part Park Lot 1	Construction of dwelling, installation of pool, and related excavation, filling, and grading, all within the adjacent lands to the valley of an unnamed tributary of the North Penetangore River.	Regulated Area
23-008	Bruce	LOT 19, CON 5; LOT 18-19, CON 6; LOT 18, CON 7	The enclosure of 1080 meters of an unnamed watercourse, deepening and widening of the remaining channel downstream of the tile outlet, and to complete with the associated drainage infrastructure, water crossing and control structures, grading, filling, excavation, and tree and vegetation clearing works.	Watercourse
23-007	Glenelg	403212 Grey Road 4, Pt Lot 59 TP 17R2087 Part 3, Con 2 EGR	The construction of a 2400 square foot addition to an existing dwelling and the related grading, filling, and excavation partially within the adjacent lands to a tributary of the Saugeen River and other wetlands.	Regulated Area

Prepared by:

[Original Signed By]

Erik Downing
Manager, Environmental Planning and Regulations

Approved by:

[Original Signed By]

Jennifer Stephens
General Manager/Secretary-Treasurer

Report To: Chair and Directors, Saugeen Valley Conservation Authority
From: Jennifer Stephens, General Manager/Secretary-Treasurer
Date: February 16, 2023
Subject: Approval for Implementation of Accommodation Policy
Purpose: To seek approval for the implementation of a new Accommodation Policy

Recommendation

That the Saugeen Valley Conservation Authority approve the proposed Accommodation Policy.

Background

Saugeen Valley Conservation Authority (SVCA) continues to review existing policies or the need for new policies through an exercise established in 2021. Most recently, an Accommodation Policy has been prepared for the Board's approval.

Analysis

The intent of this policy is that Saugeen Valley Conservation Authority (SVCA) is committed to providing an inclusive and barrier free workplace that supports all members of staff in an equitable manner.

SVCA will support and facilitate the accommodation of employees with disabilities so that they are able to perform their duties in an inclusive workplace within an environment of respect, dignity, independence, integration, and equal opportunity for all.

SVCA's working, training, and service environments will be maintained free from discrimination and harassment as prohibited by the Ontario Human Rights Code (OHRC), and the *Accessibility for Ontarians with Disabilities Act* (2005) (AODA).

SVCA will provide a workplace that ensures equal opportunity free from discrimination based on race, colour, national or ethnic origin, religion, age, sex (includes pregnancy or childbirth), sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability (includes mental or physical disability, disfigurement and dependence on alcohol or a drug) or conviction for an offence for which a pardon has been granted or a record suspended.

Prepared by:

[Original Signed By]

Jennifer Stephens

General Manager/Secretary-Treasurer

Accommodation Policy

Intent

Saugeen Valley Conservation Authority (SVCA) is committed to providing an inclusive and barrier free workplace that supports all members of staff in an equitable manner.

SVCA will support and facilitate the accommodation of employees with disabilities so that they are able to perform their duties in an inclusive workplace within an environment of respect, dignity, independence, integration, and equal opportunity for all.

SVCA's working, training, and service environments will be maintained free from discrimination and harassment as prohibited by the Ontario Human Rights Code (OHRC), and the *Accessibility for Ontarians with Disabilities Act* (2005) (AODA).

SVCA will provide a workplace that ensures equal opportunity free from discrimination based on race, colour, national or ethnic origin, religion, age, sex (includes pregnancy or childbirth), sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability (includes mental or physical disability, disfigurement and dependence on alcohol or a drug) or conviction for an offence for which a pardon has been granted or a record suspended.

Definitions

Inclusive workplace means that all employees can contribute and participate in the workplace in a barrier free environment.

Duty to accommodate refers to SVCA's obligation to take reasonable steps to the point of undue hardship, to adjust or modify the work environment or the method of doing work to address the individual needs of employees and volunteers, who are protected from discrimination under the OHRC.

Disability as defined in Section 10 of the Ontario Human Rights Code; R.S.O. 1990 c. H.19 includes the following:

1. Any degree of physical disability, infirmity, malformation, or disfigurement that is caused by bodily injury, birth defect, or illness, and includes, but not limited to diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech

impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;

2. A condition of mental impairment or a developmental disability;
3. A learning disability, or dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
4. A mental disorder; or
5. An injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*.

Barrier means anything that prevents any person with a disability from fully participating in all aspects of society because of their disability, including, but not limited to; physical barriers, architectural barriers, information or communications barriers, attitudinal barriers, technological barriers, or policies and procedures that inadvertently pose barriers.

Reasonable accommodation means taking steps to adjust rules, policies, practices, or situations that have a negative impact on any employee, protected under the Ontario Human Rights Code. It includes an individualized and ongoing process which, to the point of undue hardship, involves the removal or alleviation of barriers that prevent an otherwise capable individual from participating equally in the workplace because of a disability. In this document, “reasonable accommodation” and “accommodation” are used interchangeably.

Examples of accommodation include, but are not limited to:

- Workstation modifications
- Assistive technology
- Providing materials in alternative formats
- Physical space modifications
- Accessible parking
- Temporary or permanent modified duties
- Leaves of absence
- Changes to scheduling of hours of work
- Counselling and referral services

Undue hardship is the point at which, having regard to all the relevant circumstances, providing an employee with accommodation is outweighed by financial costs, the impact on other employees, health, and safety considerations and/or other relevant factors involved in providing the accommodation.

Family status is another ground for which accommodation is requested. Family status means the state of being in a parent-child relationship. This can also mean a parent and child relationship that is based on care, responsibility, and commitment. An example would be parents caring for children or caring for aging parents.

Religious observance and creed is a prohibited ground of discrimination under the Ontario Human Rights Code and has been interpreted to include religious “creed” or “religion.” While it is not

possible to define these terms precisely, religion typically involves a particular and comprehensive system of faith and worship. Religion also tends to involve the belief in the divine, superhuman or controlling power. In essence, religion is about freely and deeply held personal convictions or beliefs connected to an individual's spiritual faith and integrally linked to one's self-definition and spiritual fulfilment.

It is equitable that people who celebrate religious holidays which conflict with their regular work schedule be allowed to take time off for their religious observance.

The Ontario Human Rights Commission considers "creed" to include non-religious belief systems that, like religion, substantially influence a person's identity, worldview, and way of life. In the Commission's view, a "creed":

- Is sincerely, freely, and deeply held.
- Is integrally linked to a person's identity, self-definition, and fulfilment.
- Is a particular and comprehensive, overarching system of belief that governs one's conduct and practices.
- Addresses ultimate questions of human existence, including ideas about life, purpose, death, and the existence or non-existence of a Creator and/or a higher or different order of existence.
- Has some relationship or connection to an organization or community that professes a shared system of belief.

Scope

This policy applies to all current employees, applicants for employment, including full and part-time, casual, contract, permanent and temporary, subcontractor, volunteer, or student placement.

Guidelines

1. Accommodation Policy

SVCA will provide reasonable accommodation to employees to enable them to perform the essential duties of their position, or an alternate position that may be available that the employee is able and qualified to perform.

SVCA will support the accommodation of employees and job applicants in a manner which respects dignity, is equitable, individualized, and provides for the ability to compete for jobs, perform work, and fully participate in employment.

To accomplish this goal, SVCA will work to achieve a workplace free of barriers by providing reasonable accommodations for the needs of those individuals covered by the OHRC, up to the point where it causes undue hardship. Every effort will be made such that the impact of accommodation will not discriminate against another member of staff protected by the OHRC or

any Health and Safety regulations. All reasonable accommodation requests will be taken into consideration.

Where there are alternate ways to provide accommodation without incurring undue hardship, the authority reserves the right to accommodate in the manner most consistent with the authority's operational requirements.

2. General Principals

To meet the needs of individuals affected, the overriding principles of approach should be those of:

- a) Individualization: designing accommodation to meet the specific circumstances of each employee or job applicant.
- b) Partnership: involving the person requiring the accommodation, managers, and any medical practitioners or other third parties with specialized expertise.
- c) Consultation: involving those in the partnership in development of the accommodation plan.
- d) Inclusion: ensuring that the person to be accommodated is involved in the process and plan design.
- e) Respect for confidentiality and dignity.
- f) Written accommodation plans: in cases involving disability accommodation, written accommodation plans will be developed in accordance with the requirements under the *Accessibility for Ontarians with Disabilities Act*.

3. Employment Standards and Confidentiality

a) Recruitment, Assessment, and Selection

SVCA is committed to equal consideration of candidates during the recruitment, assessment, and selection process. Job applicants, including the public and current SVCA employees, will be notified of the availability of accommodations for persons with disabilities in its application process.

b) Informing employees of supports

SVCA will inform employees of its policies, and any updates to such policies, used to support employees with disabilities. SVCA will provide this information to new employees as soon as practicable after commencing employment. This includes policies on providing job accommodations that consider the employee's accessibility needs due to disability.

c) Confidentiality of information

Requests for accommodation may involve the disclosure of private or highly sensitive information. Persons requesting accommodation shall only be asked for information required to support the accommodation request, and to respond appropriately to the request.

Information related to an individual's disability and accommodation requests shall be kept in a separate location from the individual's regular personnel file.

Personal information concerning an employee's disability shall not be disclosed without the prior written consent of the individual or, where the disclosure is necessary to obtain an effective accommodation, without advising the individual to whom the information will be disclosed and must be managed in a manner that is consistent with the *Freedom of Information and Protection of Privacy Act (1990)*.

Only relevant stakeholders will be involved in the development of an employee's accommodation plan.

Where the accommodation process requires the disclosure of confidential information to a third party (such as an external resource group), the third party and any person or department delegated by that third party shall be required to ensure that confidentiality is protected, that the information obtained is kept in a secure location and is used solely for the purpose for which the disclosure was required.

d) Manager responsibilities

SVCA managers are responsible for fostering an inclusive work environment by treating all employees and job applicants with respect and dignity.

Managers must:

- identify and eliminate barriers that prevent people from accessing, or being included in, the workplace;
- deal with requests for accommodation in a timely, confidential, and sensitive manner;
- inform individuals requiring accommodation what information they need to provide to be accommodated;
- generate accommodation options based on the information provided about the individual's accommodation need(s);
- involve individuals requiring accommodation in the search for accommodation;
- initiate a discussion about accommodation when they are aware that an employee or job applicant may have a need for accommodation, but is unable, for any reason, to articulate that need.

e) Employee and job applicant responsibilities

Employees and job applicants are responsible for making their accommodation needs known. This does not require the disclosure of the specific cause of their needs but only the effects which create the need for accommodation.

Employees must:

- participate in the accommodation process by helping to identify potential accommodation options;
- provide documentation in support of their request for accommodation, including information about any restrictions or limitations; and

- accept an offer of accommodation that meets their needs, even if it is not their preferred accommodation option.

Resources

- Government of Ontario [Accessibility in Ontario](#)
- [Human Rights Code, R.S.O. 1990, c. H.19 \(ontario.ca\)](#)
- [Policy on preventing discrimination based on creed | Ontario Human Rights Commission \(ohrc.on.ca\)](#)
- [Freedom of Information and Protection of Privacy Manual: Chapter 1: The Legislation | Ontario.ca](#)

Review

This policy will be reviewed every 2 years and updated as needed. If any changes or updates are made, all employees will be given updated copies within 30 days of the updated version of the policy being prepared.

Effective Date

Policy approved on:

Policy amended on: N/A

Acknowledgement and Agreement

I, [] acknowledge that I have read the Accommodation Policy of Saugeen Valley Conservation Authority. I agree to adhere to this policy. I understand that if I violate the rules set forth by this policy, I may face disciplinary action up to and including termination of employment.

Name:

Signature:

Date:

Report To: Chair and Directors, Saugeen Valley Conservation Authority
From: Jennifer Stephens, General Manager/Secretary-Treasurer
Date: February 16, 2023
Subject: Approval for Remote Work Program on a permanent basis
Purpose: To seek approval to retain the Remote Work Program on a permanent basis

Recommendation

That the Saugeen Valley Conservation Authority approve the Remote Work Program on a permanent basis.

Background

Saugeen Valley Conservation Authority (SVCA) continues to review existing policies or the need for new policies through an exercise established in 2021. In March 2022, the Board of Directors approved a Pilot Program allowing some staff to work from the office 3 days of the week and 2 days from their remote office, provided an agreement was prepared between the supervisor/manager and the employee. In conjunction with this Remote Work Pilot Program, a Remote Work Policy was developed.

Analysis

The Remote Work Policy states that by implementing a remote working arrangement, SVCA hopes to achieve the following benefits:

- Sustained employee, productivity, innovation, and effort.
- Decrease employee turnover and absences.
- Increase our ability to attract and retain top talent.
- Improve employee satisfaction.
- Improve employee well-being, health, and work-life balance.
- Reduce Canada's environmental footprint.

The policy and its associated appendices outline the broad expectations for the organization and employees around remote work including:

- Types of remote working arrangements.
- Terms of participation and eligibility requirements.
- Accountability and evaluation.
- Guidelines and requirements – which include legal rights and obligations, security and confidentiality, work performance and other related conditions.

The department which has largely taken advantage of this Pilot Program has been the Environmental Planning and Regulations Department. Outside of this department, only two

staff are participating. The remainder of staff are unable to participate given that their roles and responsibilities require them to be in the office, in the field, or at one of Saugeen Valley Conservation Authority's other work sites (i.e., Sulphur Spring Conservation Area).

The work hours for employees working from a remote office are generally the same (8:30 a.m. – 4:30 p.m.) as those for employees working out of the Formosa Administration Office to facilitate an interactive team environment given the size of our team, . Further, staff working from a remote office have continued to be available in an emergency to assist with flood-related duties.

Given the success of the Pilot Program, it is recommended that the option to work remotely continue for those staff whose positions allow such flexibility. As was the case with the Pilot Program, an Agreement will still need to be negotiated between the Manager and staff. A copy of the Remote Work Policy accompanies this Report.

Prepared by:

[Original Signed By]

Jennifer Stephens
General Manager/Secretary-Treasurer

Appendix 1 – Remote Work Policy



Remote Work Policy

Purpose/Rationale

Saugeen Valley Conservation Authority (SVCA) is committed to creating opportunities that promote employee well-being and engagement, advance the ability for employees to work productively to achieve organizational goals and objectives and create a culture of performance and care. By implementing a remote working arrangement policy, Saugeen Valley Conservation Authority (SVCA) hopes to achieve the following benefits:

- Sustained employee productivity, innovation and effort.
- Decrease employee turnover and absences.
- Increase our ability to attract and retain top talent.
- Improve employee satisfaction.
- Improve employee well-being, health and work-life balance.
- Reduce Canada's environmental footprint.

Scope

This policy comes into effect on [March 17, 2022] and covers the concept of employees working from home or from a designated alternative remote worksite that is not the Saugeen Valley Conservation Authority (SVCA) office workplace, which is generally referred to as remote working, teleworking, or telecommuting.

This policy and its associated appendices outline the broad expectations for the organization and employees around remote work including:

- Types of remote working arrangements.
- Terms of participation and eligibility requirements.
- Accountability and evaluation.
- Guidelines and requirements – which include: legal rights and obligations, security and confidentiality, work performance and other related conditions.

This policy applies to all Saugeen Valley Conservation Authority (SVCA) employees. Whereas this policy applies in a broad sense to all employees, it is recognized that not all jobs can be performed remotely or are suitable in all situations for remote working, and it is therefore expected that before remote working can be applied, it must satisfy the requirements outlined within this policy.



Definitions

A workplace: any place where an employee is engaged in work for their employer. This includes locations where work is being performed outdoors, on third-party premises or from the employee's home.

Remote worker: an employee who works outside the traditional office on a consistent or defined period of time.

Remote working: is a work arrangement in which some, or all, of the work is performed from home or a workplace usually with the aid of technology sources such as a telephone, laptop, desktop computer, business communication resources and other technology tools.

Remote Working Arrangement: Approved arrangement for the employee to carry out defined duties from the employee's home-based worksite or designated remote worksite during the agreed hours on an ongoing basis or for a specified period of time, the terms of which are set out in a 'Remote Work Agreement' entered into between the organization and the employee.

Working hours: are defined in the individual employee's contract and may vary depending on role. Core working hours of the Saugeen Valley Conservation Authority (SVCA) generally fall between 8:30 am – 4:30 pm on weekdays.

Types of Remote Work Arrangement

There are three (3) types of remote work covered under this policy:

Occasional/As Needed	A short-term arrangement where the employee works from home or some other location for all or some of their regularly scheduled work hours in order to deal with special circumstances such as weather related instances, focus days, home service/delivery needs.
Fixed Term	A longer term arrangement where the employee works from home part of the time on a regular basis.
Critical Situation	An unexpected, undefined and evolving situation that forces all employees or a large percentage of employees to work from home or some other location. Remote working in critical situations may be mandatory as opposed to optional. Such situations are temporary by nature and temporary remote working arrangements are understood not to alter the nature or typical working arrangements of any job. Generally, the timeframe for this work arrangement is undetermined and dictated by circumstances outside the direct control of the Saugeen Valley Conservation Authority (SVCA), such as political or health situations.



Eligibility and Approval

Not all jobs are appropriate for remote working arrangements and all remote working arrangements require supervisor/manager approval. As general guidance, positions eligible for remote work will have a high level of autonomy and minimal requirements for face-to-face interactions and will be able to be completed at a remote location without disruption to the flows of work and communication.

For each type of remote working arrangement there are many considerations, specific eligibility and careful documentation requirements including location, security and safety. Each of these are described within the supporting guideline documents and forms.

General

All parties involved in the remote working arrangement should strive to achieve the purpose as detailed within this policy, while recognizing and taking positive steps to address some of the challenges that arise related to remote working, such as:

- Difficulty 'unplugging' after work.
- Separating home and work.
- Rise in loneliness or other mental health issues due to isolation.
- Difficulty collaborating.
- Difficulty transitioning back to the office or workspace when required.

Appendices

Appendix A: Remote Work Guidelines

Appendix B: Remote Work Arrangement Assessment Form

Appendix C: Remote Work Home Workspace Self-Assessment Checklist

Appendix D: Remote Work Agreement Template

REMOTE WORK ARRANGEMENT REQUEST

It is understood that prior approval for a remote work arrangement is required, including any subsequent changes to a previously approved remote work arrangement.

Approval for remote work arrangements are at the discretion of the supervisor/manager and if approved, may be modified, or discontinued at any time.

The employee may also request to discontinue an approved Remote Work Arrangement at any time.

EMPLOYEE INFORMATION	
Employee Name	
Title	
Immediate Supervisor	

Remote work will occur at the following address:

--

Primary use of the remote work site (e.g. - personal residence; public library etc.)

--

Primary Contact Number of Remote Location:

--

Requested Work Schedule

DAY	CA Location		Remote Work Location	
	Start Time	Finish Time	Start Time	Finish Time
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				

Describe the basis for your request as it relates to the compatibility of your job with an alternate schedule and the impact on the business needs of your work unit, such as your workload, responsiveness to customers, impact on co-workers, and staff coverage in the unit.

Describe any CA equipment you will require during the term of the remote work agreement.

Please attach a copy of the completed Remote Work Self-Assessment Form.

I acknowledge that I have read and understood the Remote Work Policy and Guidelines of the CA. Further, I confirm that all information I have provided to support my request for this remote work agreement is true and accurate, to the best of my knowledge. I agree to adhere to the Remote Work Policy and guidelines and understand that if I violate any rules or procedures outlined in the policy and associated guidelines, I may have the remote work arrangement canceled, and/or may face disciplinary action up to and including termination of employment.

Employee Signature:

Date:

EMPLOYER RESPONSE:

APPROVED

DENIED

Additional Comments (if required) and/or reason for denial (if required)

--

Please attach a copy of the completed Remote Work Assessment Form.
Please attach a copy of the completed Remote Workplace Agreement.

Please forward a copy of the request form and agreement to Laura Molson for inclusion in the employee's personnel file.

Supervisor/Manager Signature:

Date:

Appendix A - Remote Working Guidelines

Determination and Implementation Guidelines, Processes and Forms

The remote working arrangement is considered an alternative way of working to meet the goals and objectives of the conservation authority. While remote working arrangements may advance a commitment to, and a culture of employee well-being and engagement, it is not considered an entitlement and must be supported by the employee's supervisor/manager.

Remote workers are expected to meet all responsibilities, perform all duties, and comply with all the policies that apply to any employee in similar roles, regardless of location.

All remote working requests from employees will be reviewed and approved at the sole discretion of the supervisor/manager and may be terminated by the supervisor/manager at any time with reasonable notice. Saugeen Valley Conservation Authority (SVCA) has the right to refuse remote work requests and to terminate remote work arrangements.

Saugeen Valley Conservation Authority (SVCA) reserves the right to determine the workspace (e.g., remote/on-site). Any changes to workspace determination, Saugeen Valley Conservation Authority (SVCA) will provide reasonable notice and explanation.

This guideline provides a general framework for Saugeen Valley Conservation Authority (SVCA)'s approach to remote working. While employees and their supervisor/manager have the flexibility to develop arrangements tailored to employees and departmental needs, the basic requirements set forth in the accompanying appendices must generally be met.

Employees are expected to comply with the conditions outlined in the Remote Work Policy and in this guideline and the terms set forth in the "Remote Working Agreement" to which both the employee and the direct supervisor/manager must sign.

Responsibilities

Employees

- Request access to remote working arrangements.
- Comply with regular working hours of 8:30 a.m. to 4:30 p.m. when working remotely.
- Comply with the conditions outlined in the Remote Work policy in this guideline.
- Comply with the conditions outlined in the Remote Working Arrangement developed and agreed to by the employee and the supervisor/manager.
- Ensure that all documents removed from the office should be reported.

- Maintain a strong connection with their supervisor/manager, work team and the conservation authority through active participation in activities such as meetings, discussions and training.

Supervisors/Managers

- Ensure that all employees within their work team are aware of the Remote Work policy and the guidelines outlined herein.
- Track any borrowed equipment loaned by Saugeen Valley Conservation Authority (SVCA), as well as any documents removed from SVCA property.
- Conduct the remote working assessments as required, based on a request, or based on the determination that the position can be/will be a remote working position. Assessments should be conducted using the “Remote Work Assessment” form, attached hereto as Appendix B.
- Check that appropriate precautions are being taken in accordance with the prescribed control measures to reduce any risks that may arise due to remote working arrangements.
- Ensure necessary records are kept related to remote working arrangements.
- Ensure a formal “Remote Working Arrangement” document is completed and agreed to by the employee, attached hereto as Appendix D.
- Manage the performance of the remote worker.
- Ensure employees who are working remotely are well connected with the work of the team and the conservation authority.

Human Resources/Health & Safety

- Provide HR/H&S-related training and advice where required on the implementation of this policy.
- Create HR/H&S related practices that support remote working (i.e., physical and equipment requirements).
- Assist with conducting assessments related to remote working situations that may impact the ability of the employee to safely perform their job, or that may put others at risk.
- Support the process of incident/accident reporting.

GIS Coordinator/ContinuIT

- Provide training and advice on technological support and/or issues, where required on the implementation of the Remote Work policy and this guideline.

- Support the ability of remote employees to perform their remote work effectively and safely through the provision of approved technology resources, tools, software and access.
- Provide guidelines, expectations and requirements to maintaining the Authority's confidential data, system integrity and security.
- Provide resource aids to the employees to learn how to use certain technologies.
- Resolve access issues as they occur.

General Manager/Secretary-Treasurer

- Ensure the Authority maintains a safe, healthy and positive workplace culture.
- Provide advice and opinions on questions related to human rights, accommodation and equity.
- Monitor the remote working process to ensure human rights, equity and accommodation needs are respected and met.
- Hold all Employees accountable for established policies including designated roles and responsibilities.

Eligibility Considerations

Not all positions are appropriate for remote working arrangements. When considering which types of positions can be considered for a remote working arrangement, supervisors/managers will consider criteria such as requirements for face-to-face interactions; workflow and communication; use of specific equipment; field work, etc. Eligibility will be assessed on a case-by-case basis.

Positions suitable for remote working arrangements:

- Those positions with a high level of autonomy and minimal requirements for face-to-face interactions.
- Those positions that require reading, writing, research, working with data, or talking on the phone.
- Those positions that can be done off-site without disruption to the flows of work and communication.
- Those positions that can be executed with minimal disruption to employee support services.
- Those positions that can be performed at the remote working location in a similar manner as if it were being performed in the office.
- Those positions for which the output or outcome is measurable.

Positions not suited for remote working arrangements:

- Those positions requiring full-time in-person contact/customer service to support the core functions of the Authority, such as client support services that cannot be provided remotely at the level of service required by the organization.
- Those positions that regularly rely upon specific equipment or supplies to work on-site which cannot be easily and effectively moved to a remote environment.
- Those positions regularly working with hard-copy sensitive documents.
- Those positions required to be regularly working in the field.

It should also be noted that critical situations outlined in the Remote Work policy may require remote work to be performed even for positions that might not otherwise be suited for remote work.

Remote Working Arrangements – General Guidelines

As guided by the Remote Working Policy, the following basic requirements must generally be met when determining and implementing remote working arrangements.

Duties

Employees must be able to carry out the same duties, assignments, and other work obligations at their home or other remote location, in a similar manner as they do when working on SVCA's premises, including flood support services.

Terms and Conditions of Employment

Remote work will not change existing salary, benefits, compensation, vacation, or other benefits of the employee, unless specifically outlined in the offer of employment and/or the Remote Working Agreement. Remote work will not alter the requirements to comply with employee duties and responsibilities or to comply with SVCA's policies.

Employee Eligibility

To be considered for remote working arrangements, employees must:

- Be in good standing (such as: no disciplinary action in process/pending)
- Demonstrate and possess the competencies, knowledge and skills required to perform the job remotely.
- Have a written approval from their supervisor/manager.

Availability

Employees are expected to be available to their supervisor/manager, and co-workers during regular work (8:30 am – 4:30 pm) hours and make their availability clear using agreed work status tools. Employees are expected to ensure that they can be reached using SVCA approved

software and communication tools and methods. Remote working does not excuse employees from attending mandatory “in-person” meetings or training that has been identified as mandatory “in-person” attendance by the supervisor/manager, nor from carrying out unanticipated flood support services.

In-Office Availability

Employees must be available to attend scheduled meetings and participate in other required departmental or team activities in-office as needed, and will be given advance notice where possible, although exceptions can apply in extraordinary circumstances.

Substitution Days

The remote work agreement will outline the day(s) of the week that an employee is permitted to work from home.

There may be occasions where an employee’s presence is required at the workplace for a business-related need on a day when the employee is scheduled to work remotely. If this happens, the Authority will not provide a substitute day for the employee to work remotely in the same week and employees will not be compensated for mileage for their drive to work, nor for travel time.

Should the scheduled remote workday fall on an approved vacation, sick, lieu or statutory holiday, staff will not be permitted to substitute another day to work remotely.

Professionalism

SVCA expects the same level of professionalism and responsiveness from its remote employees as it would from employees working in-office.

Dependent or Child Care

Employees must arrange for childcare or dependent care during their agreed work hours except in cases of extraordinary extenuating circumstances which should be discussed and agreed to by the employee’s supervisor/manager.

Data Security

Employees must ensure the same, if not greater, level of security for all company network and data access; physical documents and any sensitive information that may be displayed on a home/remote office computer screen or on a laptop used for work purposes.

Appropriate Use and Asset Protection

The use of equipment, software, and data supplies provided by SVCA for use at the remote work location is limited to the designated employee and for purposes of completing work

activities. The employee has the responsibility to ensure that all items in their possession are properly transported, used and the employee must take reasonable precautions to protect SVCA's equipment and resources from loss, theft, damage and/or unauthorized access, applying the same standards of care in the remote location as when regularly working at SVCA's facilities.

Workspace Safety

The employee's home workspace (or other remote work location) will be considered an extension of the SVCA workspace; as a result, appropriate safety measures must be in place to ensure the protection of the employee in the course of carrying out work activities on behalf of SVCA. Supervisors/Managers and employees must work with SVCA to assess and ensure that workplace standards related to health, safety, the management of risks and the reporting of incidents and accidents that occur in the remote location, are met. Please refer to Appendix C- Remote Work Self-Assessment Checklist for more information.

The safety of employees at a remote working location, whether at home or elsewhere is important to SVCA. In instances where employees and/or supervisors/managers have concerns about staff personal safety or identify any risk situations that could impact the ability to work safely or put staff at risk, the employee and/or supervisor/manager/leader should inform SVCA.

Employees are not to permit colleagues, couriers, clients etc. to attend their remote work location as such meetings should be held on SVCA premises. The employee remains liable for injuries to third parties that occur on the employee's property.

Workplace Safety Insurance

During work hours and while performing work functions in the designated work area of the home/remote workplace, should the employee experience a work-related injury or incident, employees are covered by SVCA's Workplace Safety Insurance Board (WSIB) insurance coverage in the same manner as if they were working on-site.

Employer Responsibilities and Liability

The employee's home/remote workplace will be considered an extension of SVCA's workspace while the employee is working, therefore, SVCA will maintain all of its responsibilities as the employer for matters occurring during the performance of the employee's duties. SVCA assumes no liability for injuries or losses occurring in the employee's remote workplace that is not directly attributable to the employee's performance of expected work duties.

Agreed Working Hours

Supervisors/Managers and employees must document the agreed hours of work. Employees must work the agreed working hours with a clear understanding that they will not incur overtime hours unless they have advance permission from their supervisor/manager to do so. If

a schedule has not been agreed upon, the employee's work hours will be assumed to be the same as before the employee began working remotely or as agreed upon as part of the employment contract.

Employees must ensure that they follow all applicable employment legislation including hours of work, breaks and eating periods.

Tax Implications

It is the employee's responsibility to determine any income tax implication of maintaining a home/remote office. SVCA will not provide tax guidance nor will it assume any additional tax liabilities. The employee is encouraged to consult with a tax professional to discuss any income tax implications of working remotely. Where remote working is approved, SVCA will issue tax forms in accordance with its legislated responsibility and guidance from the Canada Revenue Agency.

Performance Standards

Employees and their supervisor/manager must define and agree on performance measures and performance reporting expectations prior to the implementation of the remote working arrangement, and this must be documented in the 'Remote Working Agreement'.

Dress Code

Whilst in a remote working arrangement, employees must maintain a minimal standard related to an acceptable dress code. Employees are expected to present themselves on video as they would in a face to face/in person interaction/meeting.

Request and Approval

Except for the circumstances outlined in the Remote Work policy (Critical situation), employees must make a formal request to their supervisor/manager for a remote working arrangement, and undergo a formal assessment of the request circumstances, remote working readiness (review of the position, operational requirements, interdependencies, etc.) and other eligibility considerations specific to the type of remote working arrangement, in order to determine the most appropriate option and to receive approval. All requests should be assessed by considering the nature of the position, the employee's current standing and, weighing the needs of the department, and any operational efficiencies.

Commitment to Equity, Diversity and Inclusion

Supervisors/Managers should strive to achieve the commitment SVCA makes to equity, diversity and inclusion when considering requests for remote working. Although not all positions are eligible for remote working, supervisors/managers should ensure that all positions are assessed fairly, that operational needs are considered and that no bias exists when

approving remote working arrangements or determining supports required. Additionally, when managing remote working interactions, consideration should be given to diverse working styles, and team engagement activities.

Remote Working Agreement

Employees and supervisors/managers must enter a formal 'Remote Working Agreement' (See Appendix D) that will specify all agreed and mandatory requirements set out by SVCA to define the remote working relationship.

Provision of Tools and Resources

The determination of who stands the cost of outfitting a home/remote office and the extent to which this occurs is subject to the type of remote working arrangement, and the process for determining the conditions under which it occurs, as outlined in this Guideline. Where the employee is making the request, the employee is responsible for the costs of furnishing, equipping, and maintaining their home/remote offices so that they have a safe, secure, healthful, and comfortable work environment and can accomplish their work in an efficient and expeditious manner. In instances where however, the remote working arrangement is required by SVCA, the supervisor/manager will conduct the Remote Working Assessment and determine what, if any, equipment is required for the employee to effectively perform the responsibilities of their position and the costs may be borne by SVCA.

Any equipment, software, data supplies, and furniture provided by SVCA to staff for remote work must be returned to SVCA upon request. It is the employee's responsibility to protect SVCA's equipment while in the employee's care. Remote employees who leave SVCA (voluntarily and non-voluntarily) will be expected to return equipment in person or via an agreed delivery service. Note that any costs related to remodeling, furnishings (such as chairs, desks, filing cabinets, printers, etc.) or maintaining (such as electricity, internet, heat, hydro, etc.) for remote workspaces are the responsibility of the employee.

Remote Working Culture

Creating a flexible and positive remote work culture, supervisors/managers must demonstrate focused effort to build an ideal flexible working culture that heightens communication, collaboration, personal responsibility, and performance. This can be done through multiple methods such as: daily or regular team meetings, one-on-one check-ins, coaching, fun and engaging team activities and building a philosophy of shared ownership.

Managing Expectations

Supervisors/Managers should openly discuss the pros and cons of working remotely with employees, including the potential for extended sitting, prolonged screen time, stress on eyes, and the overall impact on work-life balance prior to approving remote working arrangements

and should encourage employees to seek supports available through SVCA to manage these challenges if they arise.

Denial of Remote Work Request

When for whatever reason an employee is denied a remote working arrangement request, the supervisor/manager will inform the employee, explaining the decision in a timely manner. In the event that an employee is denied a remote working arrangement, they have the option of appealing that decision to the General Manager/Secretary-Treasurer. The General Manager/Secretary-Treasurer will consult with the employee and the supervisor/manager in reviewing the situation.

Monitoring and Reviewing

Supervisor/Managers and employees should agree on periodic review periods, during which they would assess whether the remote working arrangement is meeting the needs of SVCA. Suggested review criteria can include work performance (productivity, quality of work, ability to meet deadlines, team cohesiveness and collaboration, customer satisfaction/service), relationships (working relationships, employee satisfaction, sense of commitment and belonging, reliability), impact on organization (absenteeism, availability, reputational impact, impact on unit goal and objectives, impact on departmental efficiencies). The review may result in changes to the formal remote working agreement, including termination of the agreement, if it is so determined by the supervisor/manager.

Special Provisions

Inclement Weather

Should an Authority facility be closed due to inclement weather on an Employee's designated remote workday, the employee will not be eligible to receive any time off or lieu time and is expected to continue working for the remainder of the day.

If inclement weather is forecasted, at the supervisor/manager's discretion, an employee may work from home. An employee would not be eligible to receive any time off or lieu time should any Authority facility close due to weather.

Appendix B: Remote Work-Assessment Form

Instructions: This form is to be completed by the supervisor/manager in consultation with the employee. Sections G and H are to be signed off by the supervisor/manager and employee, respectively. Append this form to the Remote Working Agreement.

Date: [Click or tap here to enter text.](#)

A: Employee & Leader Details

Employee Name: Click or tap here to enter text.	Employee Position Title: Click or tap here to enter text.
Supervisor/Manager Name: Click or tap here to enter text.	Supervisor/Manager Position Title: Click or tap here to enter text.
Department: Click or tap here to enter text.	
Brief Description of Work: Click or tap here to enter text.	

B. Type of Remote Working Arrangement Requested

Indicate the type of remote working arrangement being considered. Review types listed under the Remote Work Policy.

Occasional or as needed	<input type="checkbox"/>	Critical Situation	<input type="checkbox"/>
Temporary or Flexible	<input type="checkbox"/>	Other	<input type="checkbox"/>

C. Work Assessment

Check all boxes that apply.

Position has a high level of autonomy and minimal requirements for face-to-face interactions	<input type="checkbox"/>	Position <u>does not</u> strictly require full-time in-person contact/customer service to support core functions of the CA	<input type="checkbox"/>
Position requires reading, writing, research, working with data, or talking on the phone the majority of the time	<input type="checkbox"/>	Position <u>does not</u> rely upon specific equipment or supplies which require on-site working	<input type="checkbox"/>

Position can be done off-site without disruption to flows of work and communication	<input type="checkbox"/>	Position regularly works with hard copy sensitive documents and remote working introduces a risk	<input type="checkbox"/>
Position can be performed remotely in a similar manner as if it were being performed on site	<input type="checkbox"/>	Position has compliance requirements that cannot be effectively met in a remote working arrangement	<input type="checkbox"/>
Position has clearly defined and measurable outputs/outcomes	<input type="checkbox"/>	Employee is in good standing (no disciplinary)	<input type="checkbox"/>
	<input type="checkbox"/>	Managing the employee's performance can be effectively done in the remote setting	<input type="checkbox"/>

State any other work characteristics that promote remote working:

[Click here to enter text](#)

D. Workplace Safety Assessment:

Confirm the employee has completed the Remote Workstation – Self-Assessment Safety Checklist, and confirm the following:

The employee has provided a response plan in case of an emergency	<input type="checkbox"/>
The employee has indicated satisfactory working conditions	<input type="checkbox"/>
The employee has indicated satisfactory fire safety conditions	<input type="checkbox"/>
The employee has indicated satisfactory ergonomics conditions and have completed the ergonomic self-assessment	<input type="checkbox"/>
The employee has indicated satisfactory personal safety conditions	<input type="checkbox"/>

Indicate any concerns or supports the employee will require to achieve workspace safety:

[Click or tap here to enter text.](#)

Indicate any supports that the Authority will provide:

[Click or tap here to enter text.](#)

E: Equipment and Resources

List all equipment and resources the employee will need to use in the execution of the job (include software, hardware, etc.):	Provided by Employee	Provided by CA
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
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Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>

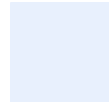
Supervisor/Manager/Leader Attestation

I have completed all required assessments and have met with the employee to ensure the employee understands the requirements for remote working.

Supervisor/Manager Name (Print):

Click or tap here to enter text.

Supervisor/Manager Signature:



Date:

Click or tap to enter a date.

Appendix C: Remote Work – Self-Assessment Checklist

This checklist is provided to assist employees in conducting a readiness assessment on their remote or home workspace as a pre-requisite for remote working arrangements. This assessment **MUST** be completed prior to the commencement of the remote working arrangement, and it forms part of the Remote Working Assessment. Once completed, this checklist should be forwarded to the employee's direct supervisor.

Note: This assessment is for the workspace only and is not reflective of the overall safety of the home or remote location in its entirety.

Date: Click or tap here to enter text.

Employee & Leader Details	
Employee Name: Click or tap here to enter text.	Employee Job Title: Click or tap here to enter text.
Supervisor/Manager Name: Click or tap here to enter text.	Supervisor/Manager Job Title: Click or tap here to enter text.
Department: Click or tap here to enter text.	
Remote or Home Location Address: Click or tap here to enter text.	
Brief Description of Work: Click or tap here to enter text.	

Workstation Conditions	YES	NO	Action Required
Designated workspace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Area is tidy and free of clutter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shelving and cabinets are securely braced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No sharp edges on desks and cabinets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate number of electrical outlets (no overload risk)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Power cords in good condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Power bars plugged directly into the wall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electrical panel covered and readily accessible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Receptable plates in good condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exits are clear and unobstructed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Fire Safety	YES	NO	Action Required
A fire safety plan is known	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Functioning carbon monoxide detector (tested regularly) and within a reasonable proximity to the workspace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Location is equipped with smoke detectors (tested regularly) and within a reasonable proximity to the workspace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ergonomics	YES	NO	Action Required
The workspace is well ventilated, temperature controlled, with adequate lighting and controlled noise levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The employee has reviewed the <u>Workspace Ergonomics Self Assessment Checklist</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Personal Safety	Satisfactory	Not Satisfactory	Action Required
The workspace or home is free from any risk of violence, harassment, or danger	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
First Aid supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other Hazards: Indicate and hazards and assess them	Satisfactory	Not Satisfactory	Action Required
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Emergency Procedure

Detail the steps you would take in case of an emergency:

Click or tap here to enter text

Detail backup contact information – such as secondary phone, in case of an emergency:

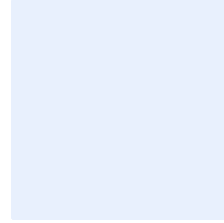
Click or tap here to enter text

Employee Attestation

Employee Name (Print):

Click or tap here to enter text.

Employee Signature:



Date:

Click or tap to enter a date.

ERGONOMIC SELF-ASSESSMENT CHECKLIST

ERGONOMICS			
Seating			
	The chair has a back on it (If applicable, adjust the backrest so the curve of the backrest fits the curve of your back.)		
	Your feet are fully supported on the floor or a footrest.		
	When seated, your elbows are bent 90 degrees when you type.		
	Armrests (if applicable) do not prevent sitting close to the desk or obstruct the reach to the mouse.		
Keyboard Position			
	Is your keyboard height and position so that you can type with your elbows against the side of your body, at your shirt seam?		
Monitor Position			
	Is the top of the screen at eye level? Adjust viewing distance (closer or further) for comfort.		
	Is the monitor free from noticeable glare at all times of the workday?		
Mouse			
	Is the mouse at the same height and forward reach as the keyboard?		
Other Ergonomic Tips			
	Keep documents close by tilting them up toward your eyes on a document holder or empty binder.		
	Change positions, at least every 20 minutes.		
	Stretch, at least every hour.		
	Take frequent breaks (e.g., 5 minutes every hour) away from keyboarding during prolonged computer use.		



Appendix D: Remote Work Agreement

[Date]

Employee Name:

Employee Title and Department:

Dear [Employee Name]:

Re: Remote Working Arrangement

This letter confirms our recent discussions and your written request received on [Date] for approval to work remotely.

After completion and review of the **Remote Working Assessment Form** (completed jointly) and the **Remote Workspace Self-Assessment Checklist** (completed by you), the department **will grant/will not grant** your request for a remote working arrangement, effective [Date to Date] inclusive, subject to the following terms and conditions:

Type of Remote Working Arrangement

You have / have not been approved for remote working arrangements type (state remote working type).

Term

As mentioned above, your remote working arrangement will be in effect from [Date] until [Date], and may be renewed with the agreement of your **supervisor/manager**, [Name].

Consistent with the conditions of the Remote Working Policy, your arrangement is subject to periodic review, and may be terminated sooner at the discretion of Saugeen Valley Conservation Authority or at your own request.



Adherence to the Remote Working/Telework Policy and the Guidelines hereto Appended

You are required to comply with all conditions laid out in the Remote Working Policy and associated guidelines and to commit to all the expectations and conditions outlined in the Remote Work Guidelines, which are summarized below.

Hours of Work

Your current work hours remain in effect, and it is understood that you will work remotely on the following days/times:

[Day of week] to [day of week] weekly

[start time] to [end time] daily

Work Assignments

During your remote working arrangement, you will remain responsible for fulfilling all of your work commitments as outlined by your supervisor. You will ensure your overall productivity, progress and reporting on assignments.

Remote Working Readiness

In advance of [date remote working arrangement commences], you should discuss with your supervisor all actions required to implement the supports outlined in the Remote Working Assessment Form, so that you will be ready to continue to work from the date your remote arrangement commences.

Note that any costs related to remodelling, furnishing (such as chairs, desks, filing cabinets, etc.) or maintaining (such as electricity, heat, hydro, etc.) your workspace will not be reimbursed by the Authority and will be your responsibility.

[Supervisor's Name]

[Supervisor Signature]

[Date]



Acknowledgement

I understand and agree to all the above stipulated remote working arrangement terms and conditions as well as those outlined in the Remote Working Policy and Remote Working Guidelines hereto attached.

[Employee's Name]

[Employee's Signature]

[Date]

***Attach copies of the Remote Working Policy and the Remote Working Policy Guidelines.**

Report To: Chair and Directors, Saugeen Valley Conservation Authority

From: Jennifer Stephens, General Manager/Secretary-Treasurer

Date: February 16, 2023

Subject: Strategic Plan Update

Purpose: To seek endorsement from the Board of Directors on SVCA's proposed new Vision and Mandate Statement.

Recommendation

THAT the proposed new vision and mandate statement as outlined be endorsed.

Background

Saugeen Valley Conservation Authority staff have undertaken internal and external consultation to inform the creation of the 2023-2033 Strategic Plan. Analysis of this consultation was received as information at the October 20, 2022, meeting of the board, with the decision to allow the 2023 Board of Directors to endorse the proposed mandate and vision.

Analysis

The overarching theme of the 2023-2033 SVCA Strategic Plan is organizational excellence. With perennial changes being made to the Conservation Authorities Act, Saugeen Conservation has proven as a corporation its capacity to adapt and evolve. Looking to the future, the SVCA strategic planning working group will endeavour to create a strategic plan that is built upon this foundation and sets the organization up for refined success.

Proposed mandate statement:

Supporting climate resilient communities throughout our watershed by protecting people and property from natural and human-made hazards, while fostering connections with the natural environment.

Proposed vision statement:

A healthy watershed that supports a strong quality of life for our community now and in the future.

The strategic planning working group has aligned the SVCA organizational priorities into four main groups: access, expertise, connection, and resiliency. These four categories each contain an overarching strategy that is informed by each department (Corporate Services, Water Resources, Forestry and Lands, Environmental Planning and Regulations), as well as actionable goals for each department, spread over immediate, short-, mid- and long-term timelines.

Access:

An access management plan that addresses employee, as well as public physical and intellectual access to SVCA programs and services. For some properties, this may look like a restriction of access (*i.e.*, to prevent damage from unauthorized vehicle use), and in others it may be the installation of accessible trails. Ensuring readability as well as *Accessibility of Ontarians with Disabilities Act* (AODA) compliance of SVCA communications is also a high priority in this category.

Expertise:

A professional development strategy will outline SVCA's ability to offer organizational excellence to the public and professionals we support, through staff training, support to pursue educational opportunities and the use of outside knowledge. External training provided by Saugeen Conservation staff to assist those who use our services, and internal mentoring is considered here.

Connection:

An outreach strategy that envelops communications and marketing, including such elements as fundraising, to guide how SVCA forms relationships with the public, stakeholders, member municipalities and community groups. For the Environmental Planning and Regulations Department this could manifest itself in ways as specific as how to appropriately consult with Amish and Mennonite communities; for the Water Resources Department, a guide to easements that could be provided to both realtors and landowners has been identified as a priority.

Resiliency:

An organizational resiliency strategy will outline how we set ourselves up for excellence. This approach will ensure that each department can more easily onboard employees and transfer essential information efficiently. Standard operating procedures (SOPs), master plans, and grant calendars are examples of how we will build a resilient organization.

The next step will be to present the strategic plan to the Board of Directors.

Prepared by:

[Original Signed By]

Ashley Richards
Communications Coordinator

Approved by:

[Original Signed By]

Jennifer Stephens
General Manager/Secretary-Treasurer



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Department: Corporate Services

SIGNIFICANT ACTIVITY	2023 OPERATIONAL TASK	TARGET COMPLETION DATE	RESPONSIBLE FOR DELIVERABLE
Communications	General support to all departments (marketing, document preparation, social media, website maintenance)	Ongoing	L. Molson
Education	Deliver educational programming (DEER, Water Festival)	Ongoing	L. Molson
GIS	Update regulation and hazard mapping with new information	Ongoing	L. Molson
Finance	Day-to-day processing of payables and receivables	Ongoing	L. Molson
Administration	Continue to develop and / or renew health and safety policies.	Ongoing	J. Stephens
Administration	<i>Accessibility for Ontarians with Disabilities Act</i> Compliance	Ongoing	J. Hagan
Administration	Acquisition of Content Management System	March 2023	J. Stephens
Human Resources	Accessibility and Accommodation Policy Development	March 2023	J. Stephens
Administration	Consult with municipalities on the Inventory of Programs and Services	March 2023	J. Stephens
Finance	Payment Processing Policy	March 2023	L. Molson
Finance	Complete 2022 Audit	March 2023	L. Molson
Administration	Development of SVCA's 2023-2033 Strategic Plan	March 2023	J. Stephens
Administration	Board Orientation and Onboarding	March 2023	J. Stephens
Human Resources	Emergency Contact Plan	April 2023	L. Molson
Human Resources	Modernize SVCA's Personnel Policy	May 2023	J. Stephens
Human Resources	Conflict Resolution Policy	May 2023	J. Stephens
Administration	Negotiate agreements with municipalities for Category 2 and 3 Programs and Services	July 2023	J. Stephens
Administration	Document Retention Policy	July 2023	J. Stephens



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Department: Corporate Services

SIGNIFICANT ACTIVITY	2023 OPERATIONAL TASK	TARGET COMPLETION DATE	RESPONSIBLE FOR DELIVERABLE
Finance	Budget format and chart of accounts to comply with O. Reg. 401/22: Determination of Amounts under Subsection 27.2(2) of the Act and O. Reg. 402/22: Budget and Apportionment.	July 2023	L. Molson
GIS	Critical Failure Information Technology Plan	July 2023	L. Molson
Administration	Agricultural Committee – Renew commitment to the Committee, conduct 3 meetings in 2023.	December 2023	J. Stephens
Administration	Migration of EPR data into Content Management System	December 2023	J. Stephens



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Department: Environmental Planning and Regulations

SIGNIFICANT ACTIVITY	2023 OPERATIONAL TASK	TARGET COMPLETION DATE	RESPONSIBLE FOR DELIVERABLE
Environmental Planning	Plan review of applications and pre-consultation meetings/site visits.	Ongoing	E. Downing
Environmental Planning	Review of Comprehensive Planning Documents (Official Plans, Comprehensive Zoning By-Laws)	Ongoing	E. Downing
Section 28 Regulation	Continue implementation of the Violations Strategy to resolve outstanding violations.	Ongoing	E. Downing
Section 28 Regulation	Review permit applications, conduct site visits, issue permits.	Ongoing	E. Downing
Technical Support	Acquisition of Technical Expertise Supporting Staff Review	February 2023	J. Stephens
Environmental Planning	Completion of Environmental Planning and Regulations Policy Manual Revisions	July 2023	E. Downing
Environmental Planning	Completion of Environmental Planning and Regulations User Fee Review	September 2023	E. Downing
Environmental Planning	Update Planning Service Agreements to reflect Bill 23 changes	December 2023	E. Downing



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Department: Water Resources

SIGNIFICANT ACTIVITY	2023 OPERATIONAL TASK	TARGET COMPLETION DATE	RESPONSIBLE FOR DELIVERABLE
Water Resources Committee	Conduct meetings to discuss matters requiring direction.	As needed	E. MacLeod
Flood Forecasting and Warning	Flood and low water monitoring, forecasting, and communication.	Ongoing	E. MacLeod
Program Funding	Research and apply for program funding (where applicable)	Ongoing	E. MacLeod
Water and Erosion Control Infrastructure	Apply for Water and Erosion Control Infrastructure (WECI) funding (re: Durham Upper Dam, Meux Creek)	February	E. MacLeod
Watershed Report Cards	Finalize and publicly release watershed report cards	March	E. MacLeod
Working Capital Plan - Hydrometric Network	Complete draft plan outlining short and long term needs to sustain hydrometric network.	March	E. MacLeod
Flood Forecasting and Warning	Launch “Flood Watch” program for public involvement, complete with information sessions for municipal partners.	April	E. MacLeod
Water and Erosion Control Infrastructure	Complete database of existing easements and identify additional easement requirements, if needed.	September	E. MacLeod
Ice Management Plan	Continue development of Ice Management Plan for SVCA watershed.	December	E. MacLeod
Water and Erosion Infrastructure	Inspections of remaining SVCA water and erosion control infrastructure	December	E. MacLeod
Ontario Benthos Biomonitoring Network	Collection of benthic macroinvertebrates to assist in the characterization of surface water quality	December	E. MacLeod
Provincial Groundwater Monitoring Network	Monitoring of groundwater quality and quantity.	December	E. MacLeod
Surface Water Quality Characterization	Monthly collection of water quality samples from Provincial Water Quality Monitoring Network sites and SVCA sites.	December	E. MacLeod
Water and Erosion Control Infrastructure	Complete draft 10-year capital working plan for SVCA water and erosion control structures that were inspected in 2022	December	E. MacLeod



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Department: Forestry and Lands

SIGNIFICANT ACTIVITY	2023 OPERATIONAL TASK	TARGET COMPLETION DATE	RESPONSIBLE FOR DELIVERABLE
Forestry Committee	Conduct meetings to discuss matters requiring direction.	As needed	D. Lacey
Property and Parks Committee	Conduct meetings to discuss matters requiring direction.	As needed	D. Lacey
Forest Management	Carry out Forest Management Activities on SVCA and private properties including tree marking, tree inventories, harvest supervision, Managed Forest Tax Incentive Plans.	Ongoing	D. Lacey
Tree Planting	Plant trees on private properties.	Ongoing	D. Lacey
Fleet Management	Prepare Fleet Management Plan	May 2023	D. Lacey
Lands Operations	Complete Approved Lands-Based Capital Projects for 2023	December 2023	D. Lacey
Lands Management	Complete ash hazard tree removal from Brucedale and Saugeen Bluffs campgrounds	December 2023	D. Lacey
Lands Management	Continue development of Conservation Areas Strategy and Conservation Lands Inventory (Due: December 31, 2024)	December 2023	D. Lacey