



August LRCA Board Meeting
 Lakehead Region Conservation Authority
 130 Conservation Road/Microsoft Teams
 Aug 31, 2022 4:30 PM - 6:00 PM EDT

Table of Contents

1. CALL TO ORDER

Declaration: “ The Lakehead Region Conservation Authority respectfully acknowledges that the lands on which we live and work are the traditional lands of the Anishinabek Nation and the traditional territory of Fort William First Nation, signatory to the Robinson-Superior Treaty of 1850. As partners in the conservation and protection of the Lakehead Watershed along with First Nations communities, the Métis Nation of Ontario, and other Indigenous peoples, the LRCA is committed to the common vision of a healthy, safe and sustainable Lakehead Watershed. ”

2. ADOPTION OF AGENDA

THAT: the Agenda be adopted as published.

3. DISCLOSURE OF INTEREST

4. MINUTES OF PREVIOUS MEETING.....4

THAT: the Minutes of the Lakehead Region Conservation Authority Sixth Regular Meeting held on June 22, 2022 be adopted as published.

06-22-22 Minutes.pdf.....4

5. IN-CAMERA AGENDA

THAT: we now go into Committee of the Whole (In-Camera) at _____ p.m.
 THAT: we go into Open Meeting at _____ p.m. THAT: the In-Camera Minutes of the Lakehead Region Conservation Authority June 22, 2022 meeting be adopted as published.

6. BUSINESS ARISING FROM PREVIOUS MINUTES

None.

7. CORRESPONDENCE

None.

8. STAFF REPORTS

8.1. Health and Safety Policies.....9

THAT: Health and Safety Policy HS-20: Emergency Response be adopted. THAT: Health and Safety Policy HS-21: Extreme Weather be adopted. THAT: Health and Safety Policy HS-22: Lockout-Tagout be adopted.” THAT: Health and Safety Policy HS-23: Ticks & Insects be adopted. THAT: Health and Safety Policy HS-24: Working Near Water be adopted.

POLICY-HS-20_21_22_23_25-2022 5 Various Policies.pdf.....9

8.2. Petty Cash Amendment.....46

THAT: Finance Policy FIN-09-2022: Petty Cash be amended as outlined in Staff Report POLICY FIN-09-2022.

Policy FIN-09-2022 Petty Cash Amendment.pdf.....46

8.3. Infrastructure Canada's Natural Infrastructure Fund - Healing Lands Through Natural Infrastructure Project Application.....	50
<p>THAT: The Board of Director's support the Lakehead Region Conservation Authority's application to the Infrastructure Canada's Natural Infrastructure Fund AND FURTHER THAT if the application is successful the CAO and the Chair are authorized to enter into a Grant Agreement for the 'Healing Lands Through Natural Infrastructure' Project.</p>	
CORP-11-2022_InfrCan Natural Infrastructure Funding.pdf.....	50
9. CHIEF ADMINISTRATIVE OFFICER'S REPORT	
9.1. Monthly Treasurer's Report.....	54
Monthly Financial Report June.pdf.....	54
Monthly Financial Report July.pdf.....	55
9.2. 2023 Draft Budget.....	56
<p>THAT: the Lakehead Region Conservation Authority approves the 2023 Draft Budget, Version 1.0, dated August 31, 2022, for consultation purposes.</p>	
FIN-10-2022 Draft 2023 Budget.pdf.....	56
10. PASSING OF ACCOUNTS.....	131
<p>THAT: having examined the accounts for the period June 1, 2022 to June 30, 2022 cheque #2596 to #2620 for \$59,506.25 and preauthorized payments of \$131,017.61 for a total of \$190,523.86, we approve their payment. THAT: having examined the accounts for the period July 1, 2022 to July 31, 2022 cheque #2621 to #2659 for \$79,526.66 and preauthorized payments of \$108,131.62 for a total of \$187,658.28, we approve their payment.</p>	
Passing of Accounts June.pdf.....	131
Passing of Accounts July.pdf.....	132
11. REGULATORY ROLE	
<p>Plan Review program comments and Section 28 permits issued since last meeting summaries.</p>	
11.1. Plan Review Commenting Summary.....	133
Plan Input and Review.pdf.....	133
11.2. Section 28 Permit Summary.....	136
August 2022 Permit Tracking Log.pdf.....	136
12. PROJECTS UPDATE	
12.1. Communications Manager Projects Update.....	138
Communications Manager August 2022 Agenda Project Update.pdf.....	138
12.2. Lands Manager Projects Update.....	140
Lands Manager August 2022 Monthly Project Update.pdf.....	140
12.3. Watershed Manager Projects Update	142
Watershed Manager August 2022 Agenda Project Update.pdf.....	142
13. NEW BUSINESS	

14. NEXT MEETING

The next meeting will be held on September 28, 2022 at 4:30 p.m.

15. ADJOURNMENT

THAT: the time being _____p.m. AND FURTHER THAT there being no further business we adjourn.



LAKEHEAD REGION

CONSERVATION AUTHORITY

June LRCA Board Meeting Minutes
June 22, 2022 at 4:30 PM
130 Conservation Road/Microsoft Teams

Members Present:

Donna Blunt (Chair), Grant Arnold (Vice-Chair), Rudy Buitenhuis

Members Present (Remote):

Joel Brown, Erwin Butikofer, Andrea Goold, Umed Panu, Jim Vezina, Allan Vis

Also Present:

Tammy Cook, Chief Administrative Officer
Gail Willis, Watershed Manager
Ryne Gilliam, Lands Manager
Ryan Mackett, Communications Manager
Melanie O'Riley, Administrative Clerk/Receptionist, recorder of Minutes

Members Absent:

Andrew Foulds, Trevor Giertuga

1. CALL TO ORDER

The Chair called the Meeting to order at 4:30 p.m.

2. ADOPTION OF AGENDA

THAT: the Agenda be adopted as published.

Motion: #73/22

Motion moved by Grant Arnold and motion seconded by Joel Brown. **CARRIED.**

3. DISCLOSURE OF INTEREST

None.

4. MINUTES OF PREVIOUS MEETING

THAT: the Minutes of the Lakehead Region Conservation Authority Fifth Regular Meeting held on May 25, 2022 be adopted as published.

Motion: #74/22

Motion moved by Rudy Buitenhuis and motion seconded by Jim Vezina. **CARRIED.**

5. IN-CAMERA AGENDA

THAT: we now go into Committee of the Whole (In-Camera) at 4:34 p.m.

Motion: #75/22

Motion moved by Jim Vezina and motion seconded by Andrea Goold. **CARRIED.**

THAT: we go into Open Meeting at 4:41 p.m.

Motion: #76/22

Motion moved by Umed Panu and motion seconded by Allan Vis. **CARRIED.**

THAT: the In-Camera Minutes of the Lakehead Region Conservation Authority April 27, 2022 meeting be adopted as published.

Motion: #77/22

Motion moved by Joel Brown and motion seconded by Andrea Goold. **CARRIED.**

THAT: effective January 1, 2023 the position of Environmental Planner will become a full-time permanent position at the Lakehead Region Conservation Authority.

Motion: #78/22

Motion moved by Grant Arnold and motion seconded by Erwin Butikofer. **CARRIED.**

6. BUSINESS ARISING FROM PREVIOUS MINUTES

6.1. Insurance Premium Increases

As requested, Staff inquired with Marsh (LRCA's insurance provider) about increasing the deductible to a higher amount (currently \$10,000) and was told that no insurer is willing to offset premium increases with a higher deductible than the current \$10,000 at this time.

7. CORRESPONDENCE

None.

8. STAFF REPORTS

8.1. Contract to hire a Consultant for Design and Contract Administration for Parking Lot and Paved Trail Project at Cascades Conservation Area

Members reviewed and discussed Staff Report CONAREA-02-2022 related to hiring a Consultant for Design and Contract Administration for the Parking Lot and Paved Trail Project at Cascades Conservation Area.

THAT: *the Contract to hire a Consultant for Design and Contract Administration for Parking Lot and Paved Trail Project at Cascades Conservation Area be awarded to Hatch LTD for a cost of \$30,050.00 not including HST **AND FURTHER THAT** funds will be taken from Conservation Areas Major Maintenance Capital Reserve as approved in the 2022 budget.*

Motion: #79/22

Motion moved by Umed Panu and motion seconded by Allan Vis. **CARRIED.**

9. CHIEF ADMINISTRATIVE OFFICER'S REPORTS

9.1. Monthly Treasurer's Report

Members were provided with the monthly Financial Report for May's Administration and Capital.

9.2. *Conservation Authorities Act* - Progress Report #1

Members reviewed and discussed Staff Report CORP-08-2022 related to the first *Conservation Authorities Act* Progress Report.

THAT: *Staff Report CORP-08-2022: Conservation Authorities Act Progress Report #1 be received **AND FURTHER THAT** Progress Report #1 and the Inventory of Programs and Services Version 2.0 be approved **AND FURTHER THAT** the report be forwarded to Ministry of Environment, Conservation and Parks.*

Motion: #80/22

Motion moved by Umed Panu and motion seconded by Rudy Buitenhuis. **CARRIED.**

9.3. Provincial Officer Designation

Members reviewed and discussed Staff report CORP-10-2022 related to the Development Regulations Officer's appointment as a Provincial Offences Officer.

***THAT:** Staff Report CORP-10-2022 be received **AND FURTHER THAT** Michelle Sixsmith, Development Regulations Officer, be appointed as Provincial Offences Officer of the Lakehead Region Conservation Authority to enforce regulations under Section 28 of the Conservation Authorities Act.*

Motion: #81/22

Motion moved by Andrea Goold and motion seconded by Grant Arnold. **CARRIED.**

10. PASSING OF ACCOUNTS

***THAT:** having examined the accounts for the period May 1, 2022 to May 31, 2022 cheque #2575 to #2595 for \$148,316.84 and preauthorized payments of \$5,698,328.65 for a total of \$5,846,328.65, we approve their payment.*

Motion: #82/22

Motion moved by Allan Vis and motion seconded by Joel Brown. **CARRIED.**

11. REGULATORY ROLE

Members were provided with the summaries for the Plan Review Program and Section 28 permits issued since last meeting.

12. PROJECTS UPDATE

12.1. Communications Manager Projects Update

It was noted that the Dorion Birding Festival was a huge success. Number of species observed was 105.

It was noted that 317 students from 12 different schools participated in the Children's Water Festival.

12.2. Lands Manager Projects Update

It was noted that the Lands Manager has issued parking infractions to visitors who didn't pay for parking at Cascades Conservation Area. "Thank you" notes were placed on vehicles who did

pay. Enforcement of payment reinforces to the public that payment is not optional but mandatory.

12.3. Watershed Manager Projects Update

Members were advised that Hatch Ltd. was hired to estimate the quantity and cost for the removal of the excess sediment that has accumulated between the Neebing McIntyre Floodway diversion channel lip and the Redwood Avenue bridge (along Ford Street). It was noted that a significant amount of sediment was deposited due to high water levels in the upper Neebing River and a prolonged period of diversion in the Spring of 2022. Diversion Channel Lip dredging will be undertaken in 2022.

It was noted that Bathing Beach Sampling has begun. Sampling occurs at Hazelwood Lake Conservation Area and has been resumed at Mission Island Marsh Conservation Area.

Great Lakes Water levels remain above average.

It was noted that the LRCA was successful in receiving a \$10,000 donation from the RBC Foundation through their RBC Tech for Nature program. The donation will provide funds to continue implementing the Green Stormwater Infrastructure Monitoring and Action Plan (GSI MAP) project in the McVicar Creek watershed.

13. NEW BUSINESS

None.

14. NEXT MEETING

The next meeting will be held on August 31, 2022 at 4:30 p.m.

15. ADJOURNMENT

***THAT:** the time being 5:01 p.m. **AND FURTHER THAT** there being no further business we adjourn.*

Motion: #83/22

Motion moved by Umed Panu and motion seconded by Joel Brown. **CARRIED.**

Chair

Chief Administrative Officer



PROGRAM AREA	POLICY	REPORT NO.	POLICY-HS-20/21/22/23/24-2022
DATE PREPARED	August 18, 2022	FILE NO.	45-5-3
MEETING DATE	August 31, 2022		
SUBJECT	Health and Safety Policies HS-15: Wildlife Encounters Policy; HS-16: Contractor Management Program; HS-17: Risk Assessment and Control of Hazards; HS-18: Working Alone; HS-19: Workplace Health Promotion		

RECOMMENDATION

Suggested Resolutions

“THAT: Health and Safety Policy HS-20: Emergency Response be adopted.”

“THAT: Health and Safety Policy HS-21: Extreme Weather be adopted.”

“THAT: Health and Safety Policy HS-22: Lockout-Tagout be adopted.”

“THAT: Health and Safety Policy HS-23: Ticks & Insects be adopted.”

“THAT: Health and Safety Policy HS-24: Working Near Water be adopted.”

LINK TO STRATEGIC PLAN (2018-2022)

Govern and Enhance:

- Optimize organizational performance through policy and measurable action to improve accountability and transparency.
- Create a dynamic culture of learning, safety and positivity.

EXECUTIVE SUMMARY

As per recommendations from WSIB training, Workplace Safety North Safety Group requirements and as per the *Occupational Health and Safety Act* and *Workplace Safety and Insurance Act*, the Lakehead Region Conservation Authority (LRCA) has prepared health and safety policies related to Emergency Response, Extreme Weather, Lockout-Tagout, Ticks & Insects and Working Near Water.

DISCUSSION

Health and Safety Policy HS-20: Emergency Response ensures that all staff are appropriately prepared for possible emergencies both in the field and at the office, including fire/office emergencies, field emergencies, medical emergencies, critical injuries, bomb threats, forest fires, environmental spills, and office closures due to natural disasters/extreme weather, as well as protocol for notifying the public.

Health and Safety Policy HS-21: Extreme Weather is intended to inform and prepare staff for what to do when extreme weather is apparent or occurring while working in the field. Instruction is provided for what to do in the event of high winds, torrential rain, thunder and lightning, extreme heat, and extreme cold. Information regarding the signs, symptoms and treatment of heat stress, heat stroke, cold stress, frostbite, etc. is also included in the policy.

Health and Safety Policy HS-22: Lockout-Tagout provides applicable staff with the correct procedures required to ensure worker safety while repairing or maintaining equipment.

Health and Safety Policy HS-23: Ticks & Insects ensures that all staff are appropriately prepared for encounters with ticks and stinging insects while working in the field. The policy also contains information about Lyme Disease, how to mitigate exposure to ticks and stinging insects, and outlines the PPE provided to staff.

Health and Safety Policy HS-24: Working Near Water outlines the protocols for working near and in water. The policy outlines the hazards associated with working around water, including drowning, cold-water shock and immersion, hypothermia, etc.

FINANCIAL IMPLICATIONS

By participating in the WSIB/Workplace Safety North, Safety Excellence Program the LRCA will be eligible for up to \$1,000.00 in rebates for each completed policy. In 2021, the LRCA paid \$26,222.00 in WSIB premiums, and received a \$5,000.00 rebate under the program. The annual fee paid to be part of the WSIB Excellence program in 2021 was \$791.00.

New changes to the program may possibly result in the doubling of the potential rebate for participants who successfully complete the program, as well as another possible \$1,000.00 rebate for organizations that signed up during 2021. This is a direct result of the amount of work required to complete WSIB's requirements for the program, and feedback provided to WSIB indicating as such.

In general, a robust Health and Safety program will reduce the number of potential injuries to our staff, thereby reducing WSIB claims and potential increases to our WSIB premiums.

CONCLUSION

The Health and Safety Policies outlined in this report are all integral parts of the LRCA's overall Health and Safety Program. The LRCA is committed to health and safety, and providing its employees with a safe work environment.


BACKGROUND

2021 is the fourth year in which the LRCA has participated in the WSIB/Workplace Safety North Northern Ontario Safety Groups program. As of 2020 the program was reworked and is now called the Safety Excellence Program. Upon satisfactory completion of up to five policies during the program year, the LRCA may be entitled to a reduction in WSIB premiums. Including the policies outlined in this report, the LRCA will have created 20 health and safety policies through the participation in the Safety Groups program.

REFERENCE MATERIAL ATTACHED

- Health and Safety Policy HS-20: Emergency Response
- Health and Safety Policy HS-21: Extreme Weather
- Health and Safety Policy HS-22: Lockout-Tagout
- Health and Safety Policy HS-23: Ticks & Insects
- Health and Safety Policy HS-24: Working Near Water

PREPARED BY: Ryan Mackett, Communications Manager

THIS REPORT SIGNED AND VERIFIED BY:  Tammy Cook Chief Administrative Officer	DATE: August 18, 2022
--	--------------------------



Section:	HEALTH AND SAFETY		
Title:	HS-20: Emergency Response		
Resolution	Res # ##/22	Approval Date:	Date ##, 2022
Revisions			

The Lakehead Region Conservation Authority (LRCA) is committed to supporting the welfare of its employees and visitors to its properties (Administrative Office and Conservation Areas/Forest Management Properties). The purpose of this policy is to ensure human safety, minimize damage to property, and assure rapid and responsive communication to all parties involved. This policy has been created to address, in a coordinated and systematic manner, several types of emergencies affecting the Lakehead Region Conservation Authority.

The guidelines shown in this policy are intended to keep employees prepared should an emergency occur at an LRCA-owned property.

IN THE EVENT OF AN EMERGENCY DIAL 911

LOCATIONS	
<i>Property</i>	<i>Address</i>
Administrative Office	130 Conservation Road, <i>CITY OF THUNDER BAY</i>
Cascades	1190 Balsam Street, <i>CITY OF THUNDER BAY</i>
Mission Island Marsh	1000 105 th Street, <i>CITY OF THUNDER BAY</i>
Hazelwood Lake	Fire # 3330 Hazelwood Drive, <i>TOWNSHIP OF GORHAM</i>
Cedar Falls	Fire # 328 Broome Road, <i>TOWNSHIP OF O'CONNOR</i>
Hurkett Cove	East End of Black Bay Drive, <i>TOWNSHIP OF DORION</i>
Little Trout Bay	Fire # 516 Little Trout Bay Road, <i>MUNICIPALITY OF NEEBING</i>
Silver Harbour	Fire # 1495 Silver Harbour Drive, <i>MUNICIPALITY OF SHUNIAH</i>
MacKenzie Point	Fire # 1680 Coral Bay Drive, <i>MUNICIPALITY OF SHUNIAH</i>
Mills Block Forest	4045 John Street Road, <i>CITY OF THUNDER BAY</i>
Wishart Forest	Fire # 5862 Onion Lake Road, <i>TOWNSHIP OF GORHAM</i>
Wakefield Common	1700 Paquette Road, <i>CITY OF THUNDER BAY</i>

IMPORTANT NUMBERS	
Contact	Phone Number
Police (non-emergency)	(807) 684-1200
OPP (non-emergency)	(888) 310-1122
Fire (non-emergency)	(807) 625-2103
Spills Action Centre	(866) 663-8477 (observed spill) (800) 268-6060 (LRCA-caused/owned)
Ontario Poison Centre	(800) 268-9017
Thunder Bay Health Sciences Centre	(807) 684-6000
Thunder Bay District Health Unit	(807) 625-5900
Ministry of Labour (Health and Safety Contact Centre)	(877) 202-0008
Ministry of the Environment, Conservation and Parks	(800) 565-4923
Ministry of Northern Development, Mines, Natural Resources and Forestry	(800) 667-6072
Shuniah Fire & Emergency Services (Blair Arthur, Chief)	(807) 983-2021
Neebing Emergency Services (Dale Ashbee, Fire Chief)	(807) 474-5331
Lappe Fire Department	(807) 767-5472
East Gorham Fire Department	(807) 683-1355
Thunderbird Wildlife Rescue	(807) 355-2345
LRCA Office	(807) 344-5857

EMERGENCY COORDINATORS	
Contact	Phone Number
Tammy Cook, CAO	(807) 344-5857 ext. 224 (office) (807) 627-0427 (personal cell)
Ryan Mackett, <i>Communications Manager (Health and Safety Rep)</i>	(807) 344-5857 ext. 228 (office) (807) 474-1189 (personal cell)
Ryne Gilliam, <i>Lands Manager (Health and Safety Rep)</i>	(807) 344-5857 ext. 230 (office) (807) 620-2325 (work cell)
Melanie O'Riley, <i>Administrative Clerk/Receptionist</i>	(807) 344-5857 ext. 222 (office)

1.0 Definitions

Emergency – an instance, or combination of instances, of unsafe conditions that pose a threat to people or property and include: instances of fire and/or smoke; natural disaster/severe weather; chemical, biological or radiological incidents; and structural failures, as well as any incident in the field involving an employee, visitor or program/event participant in which they become injured or lost.

Fire and/or smoke – Any conflagration (fire) of combustible materials causing danger of burns from fire or suffocation/choking from smoke inhalation. This can also include fires nearby where there is a clear danger of the fire spreading or causing the air to become un-breathable due to smoke.

Natural disaster or severe weather – This is a broad term meaning any emergency caused by inclement weather conditions or tectonic activity. Natural disasters include tornados, floods, earthquakes, mudslides, hurricanes, lightning strikes, avalanches, blizzards, ice storms, severe thunderstorms, and so on. In some cases, natural disaster may also include excessive periods of intensely cold weather, or excessive periods of intensely hot and/or humid weather.

Chemical, biological, or radiological incidents – This may include a release of toxic chemicals or other dangerous agents within the vicinity of the LRCA Administrative Office or other LRCA-owned property, including natural gas leaks; the release of harmful bacteria, viruses, or other biological dangers; release of or exposure to radioactive materials.

Structural failures – This term encompasses any damage to LRCA property or premises that causes unsafe conditions due to structural failure. Failures or pending failures include (but are not limited to), collapsed walls, ceilings, or foundations, burst water mains, electrical power outages, and so on.

Critical Injury – As defined in Regulation 834 of the *Occupational Health and Safety Act*, “critically injured” means any injury of a serious nature that,

- a) places life in jeopardy;
- b) produces unconsciousness;
- c) results in substantial loss of blood;
- d) involves the fracture of a leg or arm but not a finger or toe;
- e) involves the amputation of a leg, arm, hand or foot but not a finger or toe;
- f) consists of burns to a major portion of the body; or
- g) causes the loss of sight in an eye.

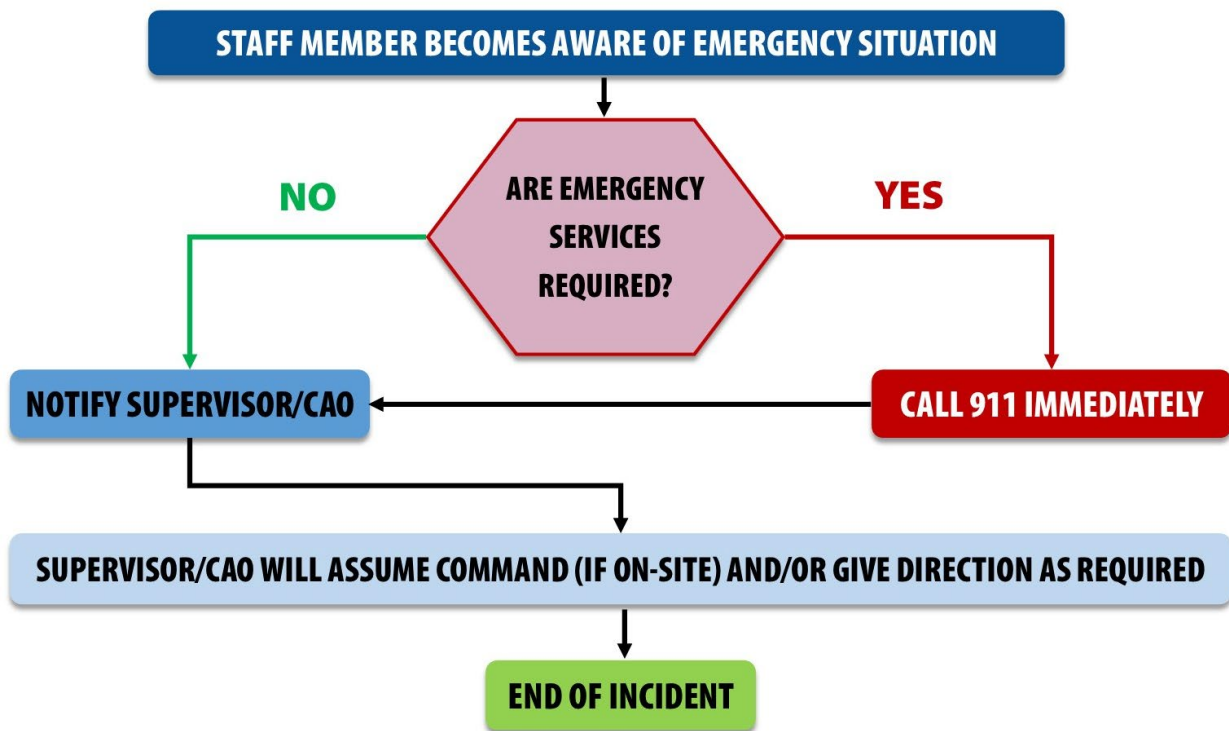
Critical injuries and fatalities must be reported to the Ministry of Labour immediately (1-877-202-0008).

2.0 General Guidelines

In general, LRCA employees must report an emergency event immediately to their supervisor, the CAO, and/or other appropriate authority.

Once the emergency has been ascertained, the severity of the emergency will be assessed and communicated immediately.

Not all emergencies will require the same level of response. Appropriate responses will be dictated by the severity of the event and its effect on the health and safety of employees, visitors, and property. Only the CAO or an appointed designee has the authority to declare a state of emergency for the LRCA.



3.0 Fire/Office Emergency

3.1 Office Evacuation Procedures

The primary purpose of the Fire Procedure is to provide a course of action for all personnel to follow in the event of a fire or smoke emergency.

Upon Discovery of a Fire/Smoke:

- Rescue anyone in immediate danger.
- Alert employees of the fire and its location.
- Contact the fire department by calling 911 and provide facility information (i.e., address) and nature of the emergency and follow any and all instructions.
- Assign someone to guide the response personnel directly to the fire.
- Contain the fire if it is relatively safe to do so. Close all doors, fire doors, and windows near the fire. Shut off all fans, ventilators, and air conditioners.
- Extinguish the fire if it is small. Obtain the nearest fire extinguisher and pull out the safety pin. Aim the fire extinguisher nozzle low, at the base of the fire, depress the trigger, and move nozzle move slowly upward with a sweeping motion.
- Do not aim nozzle at the middle or the top of the flames.
- If fire cannot be extinguished, evacuate the building immediately.
- Keep low to the floor to avoid inhaling smoke.
- Close all doors behind you as you leave.
- Immediately report any employee(s), customer (s), visitor(s), contractor(s) or individual(s) who have remained in the building or refused to leave.
- Do not return until it has been declared safe to do so by the Fire Department.

- Leave the building using the safest, nearest exit, and gather at the marshalling area (map of marshalling area in appendix).

Upon Hearing a Fire/Evacuation Alarm/Announcement:

- Leave the fire area and advise others of the emergency
- Leave the building using the safest, nearest exit, and gather at the marshalling area (map of marshalling area in appendix)

CAUTION:

- IF YOU ENCOUNTER SMOKE – USE AN ALTERNATE EXIT
- REMAIN CALM
- EVACUATE IN AN ORDERLY FASHION USING THE NEAREST SAFE EXIT
- PROCEED TO THE MARSHALLING AREA
- DO NOT RE-ENTER FACILITY UNTIL INSTRUCTED TO DO SO

If you cannot leave your area or have returned to it because of fire or heavy smoke:

- Remain in the area
- Close the door
- Unlock the door for possible entry of fire fighters
- Protect yourself from smoke, by crouching low to the floor
- Wait to be rescued
- Remain Calm

4.0 Field Emergencies

Emergencies may occur while working in the field, during education programs, or at public events. Utilize this document for the appropriate procedures depending on the nature of the emergency. For medical emergencies that may occur in the field, refer to the LRCA Emergency Response Procedure – Medical Emergencies document for a quick, easy-to-follow process for dealing with field emergencies. Staff must understand and adhere to Health and Safety Policy HS-18-Working Alone. Note that the marshalling area in the field is the main parking lot of that Conservation Area/property.

5.0 Natural Disasters or Severe Weather

The primary purpose of the Natural Disaster/Severe Weather Procedure is to inform employees and visitors of any serious weather conditions that warrant their attention.

Office Closures/Evacuations Due to Extreme Weather

In the event of severe weather such as a snowstorm or an ice storm, or other weather events that will impact the ability of staff to get home safely, the office may be shut down early (i.e., before 4:30 p.m.) or may be closed ahead of the next day of business if severe weather is anticipated. Additionally, employees who live in rural areas may need to leave work early in order to get home safely ahead of severe weather. If an employee is unable to make it in to work when the office is otherwise open as usual, the option of working from home is available.

Event/Programming Cancellations Due to Extreme Weather

LRCA-hosted events and education programming being conducted outdoors and/or in Conservation Areas/Forest Management Properties will be cancelled in the event of:

- Torrential rain
- Flooding
- Thunder and lightning
- Unsafe high winds
- Snowstorms/ice storms
- Extreme cold
- Extreme heat

The decision to cancel will be made by the employee responsible for the event or their direct supervisor.

Thunder and Lightning

In the event of thunder and lightning, use the following guidelines from the Canadian Red Cross to determine the appropriate response:

- When thunder roars, go indoors! During a thunderstorm, immediately seek shelter or a safe place to wait out the storm. Watch for signs of a storm, like darkening skies, lightning flashes or increasing wind.
- Postpone outdoor activities if thunderstorms are likely to occur. Many people struck by lightning are not in the area where rain is occurring.
- If you count less than 30 seconds between lightning and thunder, seek shelter immediately.
- If you are outside:
 - Avoid sheltering under trees, posts, fences, equipment as they attract lightning.
 - Get out of open fields: If you are caught in an open field, do not lay flat on the ground. Seek shelter in a vehicle if at all possible. If you cannot seek shelter, kneel on the ground with your feet together, your hands on your knees and your body bent forward.
 - Stay away from water: Water is an excellent conductor of electricity. If you are in a boat, get to land as quickly as possible, and avoid swimming. Be careful around creeks and rivers that may be subject to flash flooding during a severe storm.
- If someone is struck by lightning, immediately call for medical assistance and if trained in first aid, administer first aid treatment.
- Call 9-1-1
- Check the area around the person for any dangers (live wires, broken glass, debris). If there isn't any, check the person for burns or other injuries.
- If the person is not breathing, start CPR. If the person is breathing normally, check for other injuries and care for them as necessary. If there is a risk of COVID-19 exposure,

personal protective equipment should be worn if possible and delivery of chest compression only CPR is an option.

If unsafe weather materializes while out in the field, ensure that all workers and/or event participants proceed to shelter immediately.

6.0 Spills

If a pollution incident/spill (i.e., illegal waste dumping, improper pesticide uses and pollution on land, in the water or in the air and other incidents) is observed, the spill must be reported to the Spills Action Centre:

- By calling (866) 663-8477
- By using the online reporting tool (<https://report-pollution.ene.gov.on.ca/>)

If staff accidentally cause a spill, or if the pollutant that has spilled is owned by the LRCA, it is legally required to be reported:

- By calling (800) 268-6060

7.0 Bomb Threat

As per the Government of Canada website, in the event of a bomb threat:

- Stay calm and try to get as much information as possible.
- Try to note any unique features about the voice and any background sounds you hear over the telephone.
- Keep the caller on the line as long as possible and take detailed notes about what is said.
- Try to note the following:
 - If the speaker is male or female
 - If the speaker has a distinctive accent
 - If the voice is disguised, muffled or strange-sounding
 - If the voice is shrill or deep
 - Any background noises (e.g., traffic, bus passing, bell ringing, fax or printer sounds)
 - Any indoor vs. outdoor sounds
- Call the police and building management immediately after you hang up.
- If you have been notified of a bomb threat, do not touch any suspicious package. If a suspicious package is found, leave the area and notify the police immediately.
- If you have been evacuated from a building, avoid standing in front of windows or other potentially hazardous areas. Do not block the sidewalk or street. It will need to be kept clear for emergency officials.
- In the case of an explosion, get out of the building as quickly and calmly as possible. If items are falling off bookshelves or from the ceiling, get under a sturdy table or desk until the situation has stabilized enough for your safe passage. Ensure your own safety before trying to help others.

- Making a bomb threat is a criminal offence. Do not try to guess whether the threat is real or a hoax.
- Call the police.

8.0 Forest Fire

If a forest fire or wildfire is observed on LRCA property, call 310-FIRE (310-3473) immediately. If people are in the vicinity of the fire, instruct them to vacate the area immediately. Turn away anyone attempting to access the area until emergency services arrive. If a forest fire is near an LRCA-owned property, that area will be closed to the public.

9.0 Notifying the Public

Depending on the nature of the emergency, the public may need to be notified of an evacuation, emergency or office/Conservation Area closure.

If an emergency occurs that necessitates public notification and staff are on-site, staff are to inform all incoming visitors to the area of the situation until emergency services arrive, who will take over at that point. Staff should not place themselves or others in danger.

Other methods of notifying the public include:

- Social media
- Website
- Newsletter
- Press releases/Public Service Announcements
- Via telephone or email (in response to incoming inquiries)

10.0 Communication

The Policy will be communicated in the following ways:

- provided to staff (e.g., email or in print),
- be available in the Health and Safety Binder, and
- be available on the LRCA Network.

Communication on Policy will be documented on Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

11.0 Training

Training on the Policy will occur by:

- review during a staff meeting, or
- review of Health and Safety Binder during new employee orientation, and
- specific training for applicable staff, when available.

Dates of completed training will be recorded on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix. Documentation of additional training (i.e. HR Download Module Certificates or other completion certificates, etc.) will be placed in employee's Personnel file, with the date noted on the Health and Safety Training Matrix.

Specialized training may be provided if applicable or warranted.

Emergency response equipment will be maintained in good working order and will be operationally ready at all times.

Drills and/or response testing for the identified emergency situations will occur at regularly planned intervals (without introducing new hazards); records will be documented and retained.

12.0 Review

The Policy will be reviewed annually by the Chief Administrative Officer and Health and Safety Representative.

In an effort to ensure the continuous improvement of this policy, any gaps identified during the review process will be addressed as necessary. Gaps may be identified not only during the annual review process, but also during semi-annual staff meetings, monthly inspections, and/or weekly management meetings.

Review dates and notes will be recorded on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

13.0 Evaluation

Staff understanding, as well as effectiveness of the policy, will be evaluated via discussion with staff at a staff meeting (i.e., employee feedback) and review of the policy by the CAO and Health and Safety Representative to determine if objectives are being met; Staff understanding of the policy will be evaluated via the successful completion of applicable HR Downloads quizzes (where available/applicable).

14.0 Successes and Improvements

Success will be acknowledged at annual Staff Meeting. Success will be noted on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

Improvements will be made as necessary.

15.0 Attachments

- Emergency Response Procedure
- Office Muster Point Map



IN THE EVENT OF AN EMERGENCY DIAL 911



MEDICAL EMERGENCY

A medical emergency is any instance where medical attention is required, due to an accident or health condition. Should a medical emergency occur:

- Stay calm, assess the situation and immediately notify First Aid trained personnel (if not trained)
- Call Emergency Services – 911 and request an ambulance
- If service is poor, designate someone to move to an area with better reception and instruct them to call 911
- Administer first aid as trained; administer CPR if required; administer epinephrine (EpiPen) if required
- Provide high-sugar food/drink if required
- Send someone to meet the ambulance and escort Emergency Services personnel to the incident location
- Remain with the injured person until Emergency Services personnel arrive
- Assist Emergency Services personnel as required
- Complete an Incident Report form as soon as possible after the event



CRITICAL INJURY

As defined in Regulation 834 of the *Occupational Health and Safety Act*, “critically injured” means any injury of a serious nature that,

- a) places life in jeopardy;
- b) produces unconsciousness;
- c) results in substantial loss of blood;
- d) involves the fracture of a leg or arm but not a finger or toe;
- e) involves the amputation of a leg, arm, hand or foot but not a finger or toe;
- f) consists of burns to a major portion of the body; or
- g) causes the loss of sight in an eye.

Critical injuries and fatalities must be reported to the Ministry of Labour immediately (1-877-202-0008).



FOREST FIRE

Report forest fires/wildfires observed on LRCA property to **310-FIRE (310-3473)** immediately. If people are in the vicinity of the fire, instruct them to vacate the area immediately. Turn away anyone attempting to access the area until emergency services arrive.



SPILL

If a pollution incident/spill is observed, it must be reported to the Spills Action Centre: **(866) 663-8477**. If an accidental spill is caused by staff, it is legally required to be reported: **(800) 268-6060**



NATURAL DISASTERS/SEVERE WEATHER

“If thunder roars, go indoors!” If you count less than thirty seconds between lightning and thunder, seek shelter immediately. Avoid sheltering under trees, posts, fences, equipment, as they attract lightning. Stay away from water. The decision to cancel a public event due to unsafe weather will be made by the employee responsible for the event, or their direct supervisor.

LOCATIONS

Property	Address
Administrative Office	130 Conservation Road, CITY OF THUNDER BAY
Cascades	1190 Balsam Street, CITY OF THUNDER BAY
Mission Island Marsh	1000 105th Street, CITY OF THUNDER BAY
Hazelwood Lake	3330 Hazelwood Drive, TOWNSHIP OF GORHAM
Cedar Falls	328 Broome Road, TOWNSHIP OF O'CONNOR
Hurkett Cove	East End of Black Bay Drive, TOWNSHIP OF DORION
Little Trout Bay	516 Little Trout Bay Road, MUNICIPALITY OF NEEBING
Silver Harbour	1495 Silver Harbour Drive, MUNICIPALITY OF SHUNIAH
MacKenzie Point	1680 Coral Bay Drive, MUNICIPALITY OF SHUNIAH
Mills Block Forest	4045 John Street Road, CITY OF THUNDER BAY
Wishart Forest	5862 Onion Lake Road, TOWNSHIP OF GORHAM
Wakefield Common	1700 Paquette Road, CITY OF THUNDER BAY

IMPORTANT NUMBERS

Contact	Phone Number
City of Thunder Bay Police (non-emergency)	(807) 684-1200
OPP (non-emergency)	(888) 310-1122
City of Thunder Bay Fire Department (non-emergency)	(807) 625-2103
Spills Action Centre	(866) 663-8477 (observed spill) (800) 268-6060 (LRCA-caused/owned)
Forest Fire Reporting	310-FIRE (3473)
Ontario Poison Centre	(800) 268-9017
Thunder Bay Health Sciences Centre	(807) 684-6000
Thunder Bay District Health Unit	(807) 625-5900
Ministry of Labour (Health and Safety Contact Centre)	(877) 202-0008
Ministry of the Environment, Conservation and Parks	(800) 565-4923
Ministry of Natural Resources and Forestry	(800) 667-6072
Shuniah Fire & Emergency Services (Blair Arthur, Chief)	(807) 983-2021
Neebing Emergency Services (Dale Ashbee, Fire Chief)	(807) 474-5331
Oliver Paipoonge Fire & Emergency Services (Sean Horan, Fire Chief)	(807) 935-2613
Lappe Fire Department	(807) 767-5472
East Gorham Fire Department	(807) 683-1355
Thunderbird Wildlife Rescue	(807) 355-2345
LRCA Office	(807) 344-5857
Tammy Cook, CAO	(807) 344-5857 ext. 224 (office) (807) 627-0427 (personal cell)
Ryan Mackett, <i>Communications Manager</i> (<i>Health and Safety Rep</i>)	(807) 344-5857 ext. 228 (office) (807) 474-1189 (personal cell)
Ryne Gilliam, <i>Lands Manager</i> (<i>Health and Safety Rep</i>)	(807) 344-5857 ext. 230 (office) (807) 620-2325 (work cell)
Melanie O'Riley, <i>Administrative Assistant/Receptionist</i>	(807) 344-5857 ext. 222



LAKEHEAD REGION
CONSERVATION AUTHORITY

OFFICE MUSTER POINT MAP

August 17, 2022

IN THE EVENT OF AN EMERGENCY DIAL 911



MUSTER POINT



EXIT



Section:	HEALTH AND SAFETY		
Title:	HS-21: Extreme Weather		
Resolution	Res # ##/22	Approval Date:	Date ##, 2022
Revisions			

Working outdoors can lead to several extreme weather-related hazards, including heat stroke, frostbite, hypothermia, and other risks associated with high winds, lightning, etc. The purpose of this policy is to educate staff about extreme weather, the various hazards associated with extreme weather, and how to mitigate those hazards.

1.0 Definitions

For the purposes of this policy, “extreme weather” refers to weather conditions that may cause hazards that pose a risk to individuals’ health and safety, including:

- High winds
- Torrential rain
- Thunder and lightning
- Temperatures that may result in heat stress and associated risks (heat stroke, heat exhaustion, fainting, etc.)
- Temperatures that may result in cold stress and associated risks (frostnip, frostbite, hypothermia, etc.)

2.0 High Winds, Lightning and Torrential Rain

Extreme weather conditions including high winds, lightning and torrential rainfall can result in hazards such as falling trees and debris, unsafe trail conditions (slips, trips and falls hazards), reduced visibility, risk of hypothermia, etc.

When working in the field, if winds increase to unsafe levels, leave the trails immediately. In the event of thunder, lightning and torrential rains caused by thunderstorms, seek shelter in a vehicle immediately.

LRCA-hosted education programs and public events typically run “rain or shine”, and education programs are usually only cancelled at the request of the booking teacher; however, LRCA staff will make the decision to cancel events and programming in the event of extreme weather.

3.0 Heat Stress

Severe heat-related illnesses such as heat stroke and heat exhaustion can occur for several days after dehydration from exposure to high temperatures. Heat stress is the total heat load on the body, and includes heat generated by the body, air temperature and humidity, radiant heat (sun, machines, warm rock surfaces) and clothing and PPE.

Heat illnesses include:

- Heat rash
- Sunburn
- Heat cramps
- Fainting
- Heat exhaustion
- Heat stroke

3.1 Hot Weather Criteria

- Humidex reaching or exceeding 35 degrees Celsius
- Environment Canada Humidex advisory (air temperature exceeding 30 degrees Celsius and Humidex exceeding 40 degrees Celsius)
- Environment Canada weather reports
- Heat wave (three or more days of temperatures of 32 degrees Celsius or more)

3.2 Heat Stroke

Heat Stroke is caused when all of the body's available water and salt is used up, causing sweating to stop and body temperature to rise.

Warning Signs

- Extremely high body temperature (may be more than 41 C)
- Hot, dry, skin (an inability to cool the body through perspiration may cause the skin to feel dry)
- Increased heart and respiration rates as blood pressure drops and the heart attempts to maintain adequate circulation
- Throbbing headache, nausea or vomiting due to dehydration
- Weakness, fainting, or dizziness – especially if standing position is assumed quickly – due to low blood pressure from dehydration
- Muscle cramps
- Dark-coloured urine (a sign of dehydration)
- Confused, hostile, or seemingly intoxicated behaviour
- Pale or bluish skin colour in advanced cases due to constricted blood vessels
- Seizures, convulsions or unconsciousness

What to do if heat stroke is suspected

- Get medical aid immediately
- Move to air-conditioned environment or a cool, shaded area

- Loosen or remove unnecessary clothing
- Drink plenty of cool water if conscious
- Fan and spray with cool water

How to protect against heat stroke

- When possible, avoid working in hot areas and in full sun
- Take frequent breaks
- Use sunblock with at least SPF 15 and re-apply every two hours
- Cover up with long-sleeve shirt
- Wear a hat
- Increase fluid intake
- Avoid alcohol and excessive caffeine
- Reduce activity when exposed to heat
- Use buddy system to watch for symptoms
- Increase salt intake (if doctor approves)

3.3 Heat Exhaustion

Heat exhaustion is caused when the body's cooling system begins to break down due to excessive heat, resulting in the depletion of the body's water and salt.

Warning Signs

- Heavy sweating; cool moist skin
- Body temperature above 38 C
- Weak pulse, normal or low blood pressure
- Feel tired, weak, clumsy, confused, thirsty
- Rapid breathing
- Blurred vision

Treatment

- Summon medical aid
- Move to cool, shaded area
- Loosen or remove excess clothing
- Give cool water to drink
- Fan and spray with cool water

3.4 Fainting

Fainting is caused by reduced blood flow to the brain, resulting in sudden fainting or "passing out" and a weak pulse. Treatment includes removing the individual from the hot location, assessing need for medical aid and CPR, and give cool water if conscious.

3.5 Heat Cramps

Heat cramps are caused by the depletion of the body's salt due to heavy sweating, resulting in painful cramps in the arms, legs, and stomach. Symptoms may occur while at work, or later when

at home. Treatment includes moving to a cool area, loosen clothing, drink cool water, and seek medical aid for severe cramps.

3.6 Sunburn

Sunburns are caused by over-exposure to sunshine. They affect the body's ability to sweat effectively. Sunburns lead to red, painful, blistered and peeling skin. To treat sunburns, leave the sunny environment, seek medical help for blisters, and apply lotion.

3.7 Heat Rash

Heat rashes are caused by a hot, humid environment and plugged sweat glands, resulting in a red, bumpy rash with severe itching. To treat heat rashes, leave the hot environment, shower or rinse skin with cool water and change into dry clothes.

4.0 Cold Stress

Severe cold-related illnesses such as frostbite and hypothermia can occur from exposure to extremely cold, sub-zero temperatures. Toes, fingers, ears and nose are at greatest risk because these areas do not have major muscles to produce heat. In addition, the body preserves heat by keeping the internal organs warm; thus, reducing the flow of blood to the extremities under cold conditions. In addition, hands and feet tend to get cold more quickly than the body (torso) because:

- they lose heat more rapidly since they have a higher surface area-to-volume ratio, and
- they are more likely to be in contact with colder surfaces than other parts of the body.

If the eyes are not protected with goggles in high wind chill conditions, the corneas of the eyes may freeze.

Health effects of exposure to the cold include:

- Non-freezing injuries (immersion foot and trench foot)
- Freezing injuries (frostnip and frostbite)
- Hypothermia

Cold weather work may present several other health and safety hazards, including:

- Slips, trips, and falls
- Decreased dexterity
- Increased fatigue

Cold stress related injuries may be caused by a combination of these factors:

- Low temperature
- Cool high winds
- Dampness
- Cold water
- Contact with cold objects, such as metal

4.1 Hypothermia

Hypothermia is caused by prolonged exposure to very cold temperatures. When exposed to cold temperatures, the body begins to lose heat faster than it's produced. Lengthy exposure will eventually use up the body's stored energy, which leads to lower body temperature.

Body temperature that is too low affects the brain, making the victim unable to think clearly or move well. This makes hypothermia especially dangerous, because a person may not know that it's happening and won't be able to do anything about it.

While hypothermia is most likely at very cold temperatures, it can occur even at cool temperatures (above 40°F) if a person becomes chilled from rain, sweat, or submersion in cold water.

Warning Signs

- Cold stress (not hypothermic)
 - Shivering
 - Normal mental status
 - Able to care for self
- Mild hypothermia
 - Vigorous shivering and complaining of the cold
 - Decreased physical function
 - Difficulty taking care of self
- Moderate hypothermia
 - Weak and intermittent shivering, or shivering that later stops
 - Sometimes complaining of the cold
 - Lack of coordination or speech; confused or unusual behaviours
 - Impaired judgement
 - Possible unresponsiveness
- Severe hypothermia
 - Shivering has stopped
 - Unresponsiveness
 - breathing has slowed down or stopped
 - Body feels stiff
 - No pulse

What to do if hypothermia is suspected

Hypothermia is a medical emergency. At the first sign, find medical help immediately. The survival of the victim depends on their co-worker's ability to recognize the symptoms of hypothermia. The victim is generally not able to notice his or her own condition.

First aid for hypothermia includes the following steps:

- Seek medical help immediately. Hypothermia is a medical emergency.
- Check for ABC - Airway, breathing and circulation.
- Handle the person gently. Do not massage or rub the skin.

- Allow them to lay down. No standing or walking.
- Move the person out of the cold, and/or insulate the person (e.g., by applying a hypothermia wrap).
- Warm by carefully applying warm water bottles, heating pads or electric blankets to the upper body (such as the armpits, chest, and upper back). Wrap items in towels or clothing if available. Body heat from another person can also help in an emergency.
- DO NOT rewarm the person too quickly (e.g., do not use a heating lamp or stove, or soak in a hot bath/shower).
- Give high calorie food or drinks (caffeine-free, non-alcoholic) ONLY if the individual has mild hypothermia (e.g., when the person is conscious and responsive).
- Perform CPR (cardiopulmonary resuscitation) if the victim stops breathing. Continue to provide CPR until medical aid is available. The body slows when it is very cold and, in some cases, hypothermia victims that have appeared "dead" have been successfully resuscitated.

Hypothermia Wraps

Canadian Red Cross suggests the following supplies for a hypothermia wrap:

- a tarp or plastic sheet to act as a vapour barrier
- an insulated ground pad
- a hooded sleeping bag (or equivalent)
- another plastic or foil sheet (2x3 metres) to act as a vapour barrier inside the sleeping bag
- source of heat (e.g., warm water in bottle or hydration bladder, chemical heating pads)

When the person has dry or damp clothing, leave the clothing on.

When the person has very wet clothing, if shelter and transport are:

- less than 30 minutes away, then wrap the person immediately
- more than 30 minutes away, protect the person from the environment, remove wet clothing, and apply wrap.

To apply a hypothermia wrap:

- place an insulation pad (or pads) between the person and the ground
- apply as much insulation as possible. Add extra clothing and wrap the person in blankets or sleeping bags
- cover the person's head and neck with a toque, heavy hat, or hood
- place a vapour barrier (plastic or foil) outside the insulation wrap if the person is dry. If the person is still wet, place the vapour barrier inside the insulation wrap. If you have two vapour barriers, place one inside and one outside the insulation wrap.

4.2 Frostbite

Frostbite is a common injury caused by exposure to cold or by contact with cold objects (especially those made of metal). It may also occur in normal temperatures from contact with cooled or compressed gases. Skin may look waxy and feel colder than the area around it. It may also be harder to the touch. Blood vessels may be severely and permanently damaged, and blood

circulation may stop in the affected tissue. In mild cases, the symptoms include inflammation of the skin in patches accompanied by pain. In severe cases, there could be tissue damage without pain, or there could be burning or prickling sensations resulting in blisters. Frostbitten skin is highly susceptible to infection, and gangrene (local death of soft tissues due to loss of blood supply) may develop.

Warning Signs

If you notice redness or pain in any skin area, get out of the cold or protect any exposed skin—frostbite may be beginning. Any of the following signs may point to frostbite:

- A white or grayish-yellow skin area
- Skin that feels unusually firm or waxy
- Numbness

A person who has frostbite may not know they have it until someone else points it out because the frozen parts of their body are numb.

What to do if frostbite is suspected

- Never ignore numbness. If you feel numb or tingly, take steps to warm the area immediately. (e.g., put your hands under your armpits, or pull your arms into the inside of your jacket for more direct contact with the body)
- If possible, move the victim to a warm area.
- Remove wet clothing, and gently loosen or remove constricting clothing or jewellery that may restrict circulation.
- Warm the person by wrapping them in blankets or by them putting on dry clothing. Cover the head and neck. Warm the person slowly. Avoid direct heat which can burn the skin.
- Loosely cover the affected area with a sterile dressing. Place some gauze between fingers and toes to absorb moisture and prevent them from sticking together.
- If the person is alert, give them liquids to drink.
- Check for signs of hypothermia and seek medical attention. If necessary, quickly transport the victim to an emergency care facility.
- Treat the person gently and monitor breathing
- DO NOT attempt to rewarm the affected frostbite area on site (but do try to stop the area from becoming any colder) - without the proper medical care, tissue that has been warmed may refreeze and cause more damage.
- DO NOT thaw the area if it may freeze again.
- DO NOT rub area or apply snow.
- DO NOT allow the victim to drink alcohol or smoke.

4.3 Frostnip

Frostnip is the mildest form of a freezing cold injury. It occurs when ear lobes, noses, cheeks, fingers, or toes are exposed to the cold and the top layers of a skin freeze. The skin of the affected area turns paler than the area around it and it may feel pain or stinging, followed by numbness. Skin may also appear shiny and rosy, as well as hardened. The top layer of skin feels hard, but the deeper tissue still feels normal (soft). It is a warning that frostbite is beginning.

Frostnip can be prevented by wearing warm clothing and footwear. It is treated by gentle rewarming (e.g., holding the affected tissue next to unaffected skin of the victim or of another person). As for all cold-induced injuries, never rub the affected parts - ice crystals in the tissue could cause damage if the skin is rubbed. Do not use very hot objects such as hot water bottles to rewarm the area or person.

4.4 Non-Freezing Injuries (Immersion Foot and Trench Foot)

Immersion foot occurs in individuals whose feet have been wet, but not freezing cold, for days or weeks. It can occur at temperatures up to 10°C (50°F). The primary injury is to nerve and muscle tissue. Symptoms include tingling and numbness; itching, pain, swelling of the legs, feet, or hands; or blisters may develop. The skin may be red initially and turn to blue or purple as the injury progresses. In severe cases, gangrene may develop.

Trench foot is "wet cold disease" resulting from prolonged exposure in a damp or wet environment from above the freezing point to about 10°C (50°F). Depending on the temperature, an onset of symptoms may range from several hours to many days, but the average is three days. Trench foot is more likely to occur at lower temperatures whereas an immersion foot is more likely to occur at higher temperatures and longer exposure times. A similar condition of the hands can occur if a person wears wet gloves for a prolonged period under cold conditions described above. Symptoms are similar to an immersion foot.

4.5 General Procedures for Ensuring Personal Safety in Extreme Cold

The following suggestions will promote personal safety in extreme cold:

- Footwear - In addition to any required personal protective equipment, winter footwear must protect against the cold and wet and must also provide traction to help prevent slips and falls.
- Wear Appropriate Clothing - The purpose of cold weather clothing is to maintain layers of warm air around the body. Clothing should be worn in a number of layers so that one or more items of clothing can be discarded when doing heavy work. The outer layer should be wind-proof. Gloves should also be worn in layers. Mitts are the warmest. Protection of the head is essential as this is where most heat loss occurs.
- Keep Dry - Wet clothing will conduct heat away from the body. Wear clothing in layers that will allow you to remove outer coverings to avoid overheating and excessive sweating.
- Stay Safe - Limit the length of time you spend in extreme conditions and use buddy systems.
- Avoid Fatigue - Rest periodically in a sheltered area, and take scheduled warm-up breaks as appropriate. Avoiding fatigue by taking warm-up breaks will ensure that manual dexterity is maintained, and decreases the risk of unnecessary injuries, and potential overexposure to cold. Warm-up break periods will be determined in the scheduling and break period section below.
- Avoid Tobacco - Avoid tobacco in any form, as nicotine decreases blood flow and increases the possibility of cold injury.
- Injuries/Over-Exposure to Cold - Seek medical attention as soon as possible in the event of a workplace injury/over-exposure to cold weather. Report injuries/medical

emergencies to the appropriate authority following the procedures outlined in the LRCA's Health and Safety Program.

Cold Stress Management Practices and Procedures

Various types of control measures in different combinations can be used to prevent or minimize cold-stress related injuries, and may include:

- **Engineering Controls** - Engineering controls change the conditions so that the level of cold stress is reduced. They are the most effective, but sometimes the most difficult to achieve in the outdoor environment, and may include:
 - Redesign and/or mechanization of the task to reduce the work time in cold environments and employee exposure to cold;
 - Shield work areas from drafty or windy conditions;
 - Where practical, provide a heated shelter for employees that may experience prolonged exposure to low wind-chill temperatures; and
 - Install thermal insulating material on equipment. When in direct contact with skin, metal handles conduct heat away from the body and should be insulated, where practicable, when temperatures drop below -10C. This reduces the risk of frostbite.
- **Administrative Controls** - Administrative controls attempt to minimize the risks through work practices. They are relatively easy to implement. Administrative controls include the following:
 - Limit exposure time that a worker is required to work in a cold environment in the following manners:
 - Perform partial components of a task indoors/sheltered, where feasible;
 - Increase task variation and rotation;
 - Assign additional relief workers;
 - Routine maintenance and repair work in cold exposed environments may be scheduled for warmer days/seasons of the year, where practicable; and
 - Activities that minimize blood circulation such as static, cramped positions should be reduced and/or eliminated, where feasible.
- **Provide Recovery Time** - It is important to provide adequate recovery time from cold stress exposures. Appropriate rest breaks should be determined based on environmental conditions. Breaks should be taken in a warm environment/location.
- **Buddy System** - Since individuals are less likely to notice their own symptoms, a buddy system approach allows for earlier recognition of the risk of signs and symptoms, such as frostbite to the ears, cheeks and nose.
- **Acclimatization** - Some degree of acclimatization may be possible in cold environments. With enough exposure to cold, the body does undergo some changes that increase comfort and reduce the risk of cold-stress related injuries. People who are physically unfit, older, obese, or taking medications may not acclimatize as readily.
- **Personal Protection**
 - Workers should keep a change of clothing available in case work garments become wet;

- If a worker becomes immersed in water, the worker should immediately change to dry clothing;
- Workers should avoid wearing down-filled garments in wet environments;
- Workers should be aware that dirty and/or greasy clothing have poor insulating properties;
- Workers should pay special attention to protecting feet, hands, face and especially head;
- For employees required to wear a hard hat, provide a liner for protection from the cold;
- Face protection that does not restrict vision should be worn;
- Workers should not wear scarves when the work performed may result in the scarves getting caught in moving parts of machinery; and
- Footgear should be insulated and water-resistant to protect against cold and dampness.
- Self-Monitoring - Individual workers should interrupt cold stress exposure once extreme discomfort or the initial symptoms of a cold-stress related injury are detected. Individuals are required to report to their supervisor any cold stress-related symptoms exhibited by themselves or their co-workers.

5.0 Communication

The Policy will be communicated in the following ways:

- provided to staff (e.g., email or in print),
- be available in the Health and Safety Binder, and
- be available on the LRCA Network.

Communication on Policy will be documented on Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

6.0 Training

Training on the Policy will occur by:

- review during a staff meeting, or
- review of Health and Safety Binder during new employee orientation, and
- specific training for applicable staff, when available.

Dates of completed training will be recorded on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix. Documentation of additional training (i.e. HR Download Module Certificates or other completion certificates, etc.) will be placed in employee's Personnel file, with the date noted on the Health and Safety Training Matrix.

Specialized training may be provided if applicable or warranted. Appropriate controls/PPE related to purchased goods, equipment and services will be assessed and discussed.

7.0 Review

The Policy will be reviewed annually by the Chief Administrative Officer and Health and Safety Representative.

In an effort to ensure the continuous improvement of this policy, any gaps identified during the review process will be addressed as necessary. Gaps may be identified not only during the annual review process, but also during semi-annual staff meetings, monthly inspections, and/or weekly management meetings.

Review dates and notes will be recorded on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

8.0 Evaluation

Staff understanding, as well as effectiveness of the policy, will be evaluated via discussion with staff at a staff meeting (i.e., employee feedback) and review of the policy by the CAO and Health and Safety Representative to determine if objectives are being met; Staff understanding of the policy will be evaluated via the successful completion of applicable HR Downloads quizzes (where available/applicable).

9.0 Successes and Improvements

Success will be acknowledged at annual Staff Meeting. Success will be noted on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

Improvements will be made as necessary.



Section:	HEALTH AND SAFETY		
Title:	HS-22: Lockout-Tagout		
Resolution	Res # ##/22	Approval Date:	Date ##, 2022
Revisions			

This procedure establishes the minimum requirements for lockout of equipment’s energy sources that could cause injury to personnel. All applicable employees shall comply with the procedure. For LRCA purposes the lockout-tagout procedure will focus on field operations equipment such as trimmers, chainsaws, and mowers.

All equipment should be locked out to protect against accidental or inadvertent operation when such operation could cause injury to personnel. Do not attempt to operate any piece of equipment with a lockout tag on it.

1.0 Definition

Lockout-tagout refers specifically to procedures used to ensure that equipment is shut down and inoperable until maintenance or repair work is completed.

Lockouts generally involve:

- Stopping all energy flows (for example by turning off switches or valves on supply lines which are called energy isolating devices)
- Putting lockout on energy-isolating devices (i.e., removal of spark plugs from identified equipment).

2.0 Preparation

Employees authorized to perform lockout shall be trained as to which method of neutralizing energy is applied to the equipment being locked out. The supervisor is to be notified in all instances of a lockout.

2.1 Sequence of Lockout Procedure

1. Notify all affected employees that a lockout is required and the reason for it.
2. If the equipment is operating, shut it down through normal stopping means such as depress stop button, close toggle switch, or turn off ignition switch.
3. Apply lockout tag to the equipment. Lockout tags are located at the Field Operations Lead Hand desk.

4. Lockout energy isolating devices (spark plugs, batteries, keys) to the Field Operations Lead Hand desk/work area.
5. After ensuring that no personnel are exposed and as a check on having disconnected the energy sources operate the push button or other normal operating controls to neutral position after test.
6. The equipment is now locked out.
7. Operation of equipment is only to resume once authorization by the Field Operations Lead Hand or Lands Manager has been issued.

2.2 Lockout Requirements and Potential Hazards for Specific Pieces of Equipment

Equipment	Potential Hazards	Methods of Neutralizing Energy
Trimmer/ Brush cutter	Mechanical, Thermal, Electrical	Turn off and remove spark plug
Chainsaw	Mechanical, Thermal, Electrical	Turn off and remove spark plug
Push Lawn Mower	Mechanical, Thermal, Electrical	Turn off and remove spark plug
Riding Mower	Mechanical, Thermal, Electrical	Turn off and remove ignition key. Disconnect battery cables.
Snow Blower	Mechanical, Thermal, Electrical	Turn off, remove ignition plug, remove spark plug, carefully release energy from springs that may still be compressed. If this is not feasible, block the parts that may move if there is a possibility the spring can transfer energy to it.
Leaf Blower	Mechanical, Thermal, Electrical	Turn off and remove spark plug

3.0 Communication

The Policy will be communicated in the following ways:

- provided to staff (e.g., email or in print),
- be available in the Health and Safety Binder, and
- be available on the LRCA Network.

Communication on Policy will be documented on Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

4.0 Training

Training on the Policy will occur by:

- review during a staff meeting, or
- review of Health and Safety Binder during new employee orientation, and
- specific training for applicable staff, when available.

Dates of completed training will be recorded on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix. Documentation of additional training (i.e., HR Download Module Certificates or other completion certificates, etc.) will be placed in employee's Personnel file, with the date noted on the Health and Safety Training Matrix.

Specialized training may be provided if applicable or warranted. Appropriate controls/PPE related to purchased goods, equipment and services will be assessed and discussed.

5.0 Review

The Policy will be reviewed annually by the Chief Administrative Officer and Health and Safety Representative.

In an effort to ensure the continuous improvement of this policy, any gaps identified during the review process will be addressed as necessary. Gaps may be identified not only during the annual review process, but also during semi-annual staff meetings, monthly inspections, and/or weekly management meetings.

Review dates and notes will be recorded on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

6.0 Evaluation

Staff understanding, as well as effectiveness of the policy, will be evaluated via discussion with staff at a staff meeting (i.e., employee feedback) and review of the policy by the CAO and Health and Safety Representative to determine if objectives are being met; Staff understanding of the policy will be evaluated via the successful completion of applicable HR Downloads quizzes (where available/applicable).

7.0 Successes and Improvements

Success will be acknowledged at annual Staff Meeting. Success will be noted on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

Improvements will be made as necessary.

Section:	HEALTH AND SAFETY		
Title:	HS-23: Ticks & Insects		
Resolution	Res # ##/22	Approval Date:	Date ##, 2022
Revisions			

Many diseases are spread by the bites of infected insects such as mosquitoes, ticks, fleas, or flies. Other insects such as wasps and bees have painful stings that can even be life threatening. This policy is intended to mitigate the hazard of ticks and stinging insects to reduce the risk of infection and illness due to bites and stings.

1.0 Ticks and Lyme Disease

Lyme disease is an infection caused by the *Borrelia burgdorferi* bacteria. Lyme disease is spread by the blacklegged tick, often referred to as the “deer tick” (*Ixodes scapularis*). Individuals who are bitten by a tick should remove the tick and submit it to the Thunder Bay District Health Unit for identification.

The life cycle of a tick goes through four stages:

- Eggs
- Larva
- Nymph
- Adult

After hatching, ticks must eat blood in order to survive. Ticks can feed on mammals, birds, reptiles and amphibians, and will typically choose a different host for each stage of its life cycle. Ticks most actively target humans during the spring (nymph stage) and fall (adult stage). Ticks are not typically active during the winter, although active tick season and active tick areas are expanding due to climate change.

1.1 Avoiding Ticks

- Wear light-coloured clothing. It makes ticks easier to spot.
- Wear long pants and a long-sleeved shirt. Staff working in tick areas may choose to wear tick-repellent pants with the pant legs tucked into boots.
- Wear closed footwear and socks, never sandals. Tuck your pants into your socks.
- Use tick gaiters.

- Use a tick repellent that has "DEET" (following the manufacturer's directions). Apply it to your skin and outer clothing. Avoid your eyes and mouth, as well as cuts and scrapes.
- If in an area where you might get a tick bite, search your body well for ticks. It's important to do this each day. Pay special attention to areas such as groin, scalp, and armpits. Use a mirror to check the back of your body or have someone else check it.
- Identified risk areas have spread further into Ontario. It is possible to encounter an infected tick anywhere in Ontario as they feed on and are transported by migratory birds.
- After working in the field, use the sticky lint rollers provided in all LRCA fleet vehicles; this will help to remove any unseen ticks from clothing.

1.2 What to do if a Tick is Spotted

- Prompt removal of ticks from your skin will help prevent infection, since transmission of *Borrelia burgdorferi* is unlikely to occur within a day or so of tick attachment.
- Carefully use tweezers. Grasp the tick as close to your skin as possible. Pull it straight out, gently but firmly.
- Don't squeeze it. Squeezing can speed up infection.
- Don't put anything on the tick or try to burn the tick off.
- Disinfect the bite with rubbing alcohol.
- Save the tick alive in a clear jar or screw top bottle if you can and take it to the Thunder Bay District Health Unit for identification. Try to describe the area that the tick came from.
- Knowing the type of tick may help to inform you about the risk of acquiring Lyme disease as well as to confirm your illness should you develop symptoms. It will also help public health workers identify areas of high risk.
- If a tick has been attached for more than 24 hours but less than 72 hours doctors may be able to prescribe a pre-emptive round of antibiotics that will help reduce the risk of contracting Lyme disease.
- Keep a look out for a bullseye rash at the site of the tick bite; if a bullseye rash develops, seek medical attention. If you feel ill after a suspected tick bite, seek medical attention. It is still possible to contract Lyme Disease, even without seeing a bullseye rash.

2.0 Stinging Insects

The two most prevalent stinging insects likely to be encountered while working in the field are wasps and bees.

Preventing and Reducing Bites and Stings

Use these tips to lower your risk of being bitten or stung.

Cover Up

- Wear light-coloured, loose clothes made of tightly woven materials such as nylon or polyester.
- Wear long pants and tucked-in long-sleeved shirts with closed-toe shoes or boots and a hat.

- Tape the cuffs of your pants or tuck them inside your socks or shoes. This will provide extra protection against crawling insects like ticks.
- Adults can wear permethrin-treated clothing, which works by repelling mosquitoes.

Use Insect Repellent

- Always use an approved insect repellent on exposed skin, and ensure it is applied properly:
 - Do not spray repellent directly on your face.
 - Do not apply to cuts, scrapes or irritated skin.
 - Wash your hands after application and avoid contact with lips and eyes.
 - Always read and follow product label directions to find out:
 - when to re-apply; and
 - whether the product is approved for children.
 - Apply sunscreen before applying insect repellent.

Be Aware of Your Surroundings

- Wasps nests may be present not only in trees or on buildings, but also on the ground
- be mindful when using machinery or when walking the trails/exploring Conservation Areas for education programming and events
- Avoid known nests and report to supervisor
- If tasked with removing a nest, be sure to take all necessary precautions including dressing appropriately and utilizing the proper sprays that allow you to keep a distance

3.0 PPE and First Aid

All LRCA fleet vehicles are equipped with:

- Bug spray
- Lint rollers
- Tick collection bottles
- Tick removal kits
- First Aid kits
 - Benadryl antihistamine medication is included in all LRCA First Aid kits; Children's Benadryl is also included in the Education Coordinator First Aid kit

4.0 Communication

The Policy will be communicated in the following ways:

- provided to staff (e.g., email or in print),
- be available in the Health and Safety Binder, and
- be available on the LRCA Network.

Communication on Policy will be documented on Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

5.0 Training

Training on the Policy will occur by:

- review during a staff meeting, or
- review of Health and Safety Binder during new employee orientation, and
- specific training for applicable staff, when available.

Dates of completed training will be recorded on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix. Documentation of additional training (i.e. HR Download Module Certificates or other completion certificates, etc.) will be placed in employee's Personnel file, with the date noted on the Health and Safety Training Matrix.

Specialized training may be provided if applicable or warranted. Appropriate controls/PPE related to purchased goods, equipment and services will be assessed and discussed.

6.0 Review

The Policy will be reviewed annually by the Chief Administrative Officer and Health and Safety Representative.

In an effort to ensure the continuous improvement of this policy, any gaps identified during the review process will be addressed as necessary. Gaps may be identified not only during the annual review process, but also during semi-annual staff meetings, monthly inspections, and/or weekly management meetings.

Review dates and notes will be recorded on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

7.0 Evaluation

Staff understanding, as well as effectiveness of the policy, will be evaluated via discussion with staff at a staff meeting (i.e., employee feedback) and review of the policy by the CAO and Health and Safety Representative to determine if objectives are being met; Staff understanding of the policy will be evaluated via the successful completion of applicable HR Downloads quizzes (where available/applicable).

8.0 Successes and Improvements

Success will be acknowledged at annual Staff Meeting. Success will be noted on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

Improvements will be made as necessary.



Section:	HEALTH AND SAFETY		
Title:	HS-24: Working Near Water		
Resolution	Res # ##/22	Approval Date:	Date ##, 2022
Revisions			

The Lakehead Region Conservation Authority (LRCA) is committed to providing a safe workplace. As some outdoor work requires working in and around water. This policy, which applies to all staff, outlines working near water safety protocols that staff must follow while carrying out work in or near water.

1.0 Hazards

- 1) Drowning
- 2) Cold-Water Shock and Immersion
- 3) Hypothermia
- 4) Swift Moving Water (drowning)
- 5) Extreme Temperatures (hypothermia)
- 6) Slips, trips, and falls
- 7) Severe Weather (lightning)
- 8) Underwater Hazards
- 9) Wild Animals
- 10) Biting and Stinging Insects and Poisonous Plants

2.0 General Safety

- 1) Check the weather forecast before leaving for the field.
- 2) Be certain to let others know where you are going and when you are expected to return. Staff should always have a cell phone with them, and the cell number should be given to someone at the office. (Refer to Health and Safety Policy HS-18: Working Alone).
- 3) For work in deeper water and for all work in water where the waterbody is above the low flow condition, the worker must be accompanied by another worker.
- 4) Never wade in swift or high water. If required, wear appropriate personal protective equipment such as a personal floatation device. Never work in a watercourse at flood stage.
- 5) Park in a safe location. Be sure your vehicle does not pose a hazard to other drivers and does not block traffic. If required, Traffic Protection Plans should be reviewed before leaving into the field and followed according.

- 6) Choose a safe access to the site. Avoid steep, unstable banks covered with riprap, loose soil, or roots.
- 7) Be careful when walking in the stream itself (i.e., water sampling). Rocky-bottom streams can be very slippery and can contain deep pools and broken glass.
- 8) If working from a bridge, be careful of passing traffic. Never lean over a bridge rail unless you are firmly anchored to the ground.
- 9) Be alert for the presence of wildlife, poisonous plants (i.e., Poison Ivy, Wild Parsnip) and insects such as ticks, hornets, and wasps.
- 10) Do not enter the water during a severe storm. Never enter any watercourse/waterbody during a lightning storm.

3.0 Clothing and Safety Gear

- 1) Where there is a risk of falling into fast moving water, staff are required to wear a personal floatation device.
- 2) Wear appropriate clothing and gear such as tall boots, hat, warm/light cloths, gloves, rain jacket and hip/chest waders. Shorts are not to be worn when working in the field.
- 3) Staff should have a first aid kit in close proximity at all times. Every LRCA fleet vehicle is equipped with a first aid kit.
- 4) Wear blaze orange clothing during hunting seasons and when working near or along a road.
- 5) Staff must check and familiarize themselves with safety gear before entering the worksite.
- 6) Shepherds' hooks, life rings and buoyant safety rope is located at Little Trout Bay, Silver Harbour, Mission Island Marsh and Hazelwood Lake Conservation Areas.

4.0 Work Area Safety

When working on a deck, dock, or similar surface:

- Make sure all walking areas and work surfaces are clean, dry, clear of debris, etc.
- Keep all gear secure when not in use.
- Keep access points to the dock clear.
- Safely secure ramps or gangways when loading and offloading.
- Check for items such as loose boards or nails that stick out on docks and repair as necessary.
- Wear appropriate footwear.
- Paint the edges of the dock, etc. and any trip hazards in a contrasting colour.

When working beside a boat:

- Make sure the fenders are in place on the docking side. Check the condition of the fenders regularly.
- Do not allow any part of your body to be between the dock and the boat.

When walking near or in water:

- Take care when walking into the water. Rocks can be very slippery.
- Be aware of your surroundings, including changing water levels and floating debris.
- Use the buddy system in challenging situations.
- Avoid currents and areas of deep water.

5.0 Cold-Water Shock and Immersion

The lakes, rivers and streams in the Lakehead Region have cold water. While timing may vary depending on the actual temperature of the water, the body mass of the person, and the clothing they are wearing, the body goes through several stages during cold water immersion:

- It is reflexive for the body to gasp for air when a body is first immersed in cold water. If you are under water, water will be breathed in.
- Hyperventilation follows, which is breathing at 6 to 10 times the normal rate. This phase will last about 1 minute. It is very important to concentrate on steady breathing and to not panic. Wearing a personal floatation device will help to hold your mouth above water.
- Within 10 to 30 minutes, the cold will make it harder to use your arms and legs. The body will lose the use of fingers, arms, and legs. This change will affect your ability to grab a rescue line or to pull yourself out of the water. If you can, begin self-rescue steps as soon as possible. If not, focus on breathing while you wait for rescue.
- Within about 30 to 60 minutes, unconsciousness due to hypothermia may happen. Bodies lose heat much faster when in the water. Try to get as much of your body out of the water as possible. Climb on the overturned boat or other floating object. If you are with others, huddle together by interlocking your arms and legs, and press your bodies together for warmth. If you are alone, float on your back and try to hug your legs close to your body. These positions are known as the heat escape lessening position.
- After rescue, it is important to monitor the person's health, handle the person gently, and begin re-warming slowly. Seek medical attention.

6.0 Flood Watch

Staff assigned to Flood Watch will be required to drive around to monitor watercourses. At no time should staff on Flood Watch enter the water. Staff should take extra precaution when crossing roads and bridges during a flood event. Staff should never drive through flood water that has covered a road as the condition or presence of the road is unknown. Flood Watch workers must use the required safety gear and follow vehicle safety policies.

7.0 Communication

The Policy will be communicated in the following ways:

- provided to staff (e.g., email or in print),
- be available in the Health and Safety Binder, and
- be available on the LRCA Network.

Communication on Policy will be documented on Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

8.0 Training

Training on the Policy will occur by:

- review during a staff meeting, or
- review of Health and Safety Binder during new employee orientation, and
- specific training for applicable staff, when available.

Dates of completed training will be recorded on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix. Documentation of additional training (i.e., HR Download Module Certificates or other completion certificates, etc.) will be placed in employee's Personnel file, with the date noted on the Health and Safety Training Matrix.

Specialized training may be provided if applicable or warranted. Appropriate controls/PPE related to purchased goods, equipment and services will be assessed and discussed.

9.0 Review

The Policy will be reviewed annually by the Chief Administrative Officer and Health and Safety Representative.

In an effort to ensure the continuous improvement of this policy, any gaps identified during the review process will be addressed as necessary. Gaps may be identified not only during the annual review process, but also during semi-annual staff meetings, monthly inspections, and/or weekly management meetings.

Review dates and notes will be recorded on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

10.0 Evaluation

Staff understanding, as well as effectiveness of the policy, will be evaluated via discussion with staff at a staff meeting (i.e., employee feedback) and review of the policy by the CAO and Health and Safety Representative to determine if objectives are being met; Staff understanding of the policy will be evaluated via the successful completion of applicable HR Downloads quizzes (where available/applicable).

11.0 Successes and Improvements

Success will be acknowledged at annual Staff Meeting. Success will be noted on the Policy Communication and Training Record and recorded on the Health and Safety Policy Matrix.

Improvements will be made as necessary.



PROGRAM AREA	FINANCE	REPORT NO.	POLICY-FIN-09-2022
DATE PREPARED	July 25, 2022	FILE NO.	
MEETING DATE	August 31, 2022		
SUBJECT	Petty Cash Policy Amendment		

RECOMMENDATION

Suggested Resolution

“THAT: Finance Policy FIN-09-2022: Petty Cash be amended as outlined in Staff Report POLICY-FIN-09-2022.”

LINK TO STRATEGIC PLAN (2018-2022)

Govern and Enhance:

- *Optimize organizational performance through policy, and measurable actions to improve accountability and transparency.*
- *Build a resilient financial model based on capacity, capabilities and transparency.*

EXECUTIVE SUMMARY

Petty Cash funds allow employees to purchase expenses without a purchase order. This is done to allow for the quick and efficient purchase of small expenses. The Petty Cash fund for the Finance Assistant has been at \$200 for many years and is no longer sufficient to account for the higher cost of items and the frequency of use. The Lands Manager has a \$200 Petty Cash fund that has been rarely used as the Field Operations Lead Hand now has a credit card and has been making purchases using the credit card. This change in purchasing has made the petty cash fund for the Lands Manger redundant. It is recommended that the Lands Manager Petty Cash of \$200, be added to the to the Finance Assistants Petty Cash Fund to facilitate the increase in usage and costs out of that fund. Moving the \$200 from the Lands Manger Petty Cash Fund to the Finance Assistants fund will allow for the reconciliation of that Petty Cash fund to be quarterly as opposed to monthly.

DISCUSSION

Petty Cash use has been increasing yearly, as has the cost of items. The Petty Cash fund for the Finance Assistant has been at \$200 for many years and is no longer sufficient to account for the higher cost of items and the frequency of use. The \$200 fund is depleted every month requiring monthly reimbursement. This has become inefficient as the Finance Assistant must reconcile the Petty Cash each month. The Lands Manager has a \$200 Petty Cash fund that has been rarely used as the Field Operations Lead Hand has a credit card and has been making purchases using the credit card, which has therefore, made the fund redundant. The Lands Manager Petty Cash

of \$200 can be moved over to the Finance Assistants Petty Cash Fund to facilitate the increase in usage and costs out of that fund. Moving the \$200 from the Lands Manger Petty Cash fund to the Finance Assistants fund will allow for the reconciliation of that Petty Cash fund to be quarterly as opposed to monthly.

FINANCIAL IMPLICATIONS

None.

CONCLUSION

The Petty Cash fund adjustment, moving the Lands Manger fund to the Finance Manger Fund, will allow for efficiencies in time savings for the Finance Assistant. Petty Cash will be reconciled quarterly as opposed to monthly.

BACKGROUND

The current Petty Cash policy allows for nominal purchases under \$200 to be paid through the accounting office. Currently, there are three separate funds for Petty Cash as illustrated in the table below:

Fund Holder	Amount of Petty Cash Fund
Finance Assistant	\$200.00
Lands Manager	\$200.00
Administration Clerk/Receptionist	\$100.00


The Petty Cash funds allow employees to purchase expenses without a purchase order. This is done to allow for the quick and efficient purchase of small expenses.

REFERENCE MATERIAL ATTACHED

Updated Petty Cash Policy (changes noted in red font)

PREPARED BY:

Mark Ambrose, Finance Manager

THIS REPORT SIGNED AND VERIFIED BY:  Tammy Cook Chief Administrative Officer	DATE: August 16, 2022
--	--------------------------

Section:	FINANCE		
Title:	FIN-09: Petty Cash		
Resolution	#45/11	Approval Date:	March 30, 2011
Revisions	#103/19, ##/22		

1.0 Petty Cash Policy

This policy sets forth a petty cash fund of \$ 500.00. The responsible fund holders are as follows:

Fund Holder	Amount of Petty Cash Fund
Finance Assistant	\$ 200.00 \$400.00
Lands Manager	\$200.00
Administration Clerk/Receptionist	\$100.00

The Finance Assistant manages ~~both~~ the Finance Assistant fund ~~and Lands Manager Funds~~, while the Administration Clerk\Receptionist manages their fund.

The petty cash fund is set up to allow for purchase of small dollar expenses, normally less than \$200. For special events, the petty cash fund will be used for establishing floats for the event. Once the event is completed, the float will be returned to the petty cash fund.

2.0 Policy Application

2.1 Finance Assistant

When petty cash is required, the employee will go to the Finance Assistant and request the amount they need. The Finance Assistant will fill out the request for petty cash form. This form includes employee name, amount and brief description of the reason for issuing the petty cash. The employee will sign that they received the amount requested. Once the purchase is made, the employee will return the receipt and any outstanding cash.

Petty cash can also be issued if the employees have used their own funds and are requesting reimbursement. The employee presents the receipt to the Finance Assistant for reimbursement.

When the petty cash is reconciled, all expenses are posted and a cheque is issued to the Finance Manager. The cheque is cashed and the money is given to the Finance Assistant.

All funds that the Finance Assistant is responsible for are kept in a lock box and placed in the locked filing cabinet in the Finance Assistant's office.

~~2.2 Lands Manager~~

~~The Lands Manager's petty cash funds are located in the Finance Assistant's office. The funds are secured in a lock box and filing cabinet. When funds are required for the purchase of goods, the Land Manager or their designate go to the Finance Assistant and request funds. The Finance Assistant will fill out the request for petty cash form. This form includes employee name, amount and brief description of the reason for issuing the petty cash. The employee will sign that they received the amount requested. Once the purchase is made, the employee will return the receipt and any outstanding cash.~~

2.3 Administration Clerk/Receptionist

The Petty Cash Fund that the Administration Clerk/Receptionist is responsible for is kept in a drawer that allows for access to make change as required when various goods or services are purchased from the Authority.



PROGRAM AREA	CORPORATE	REPORT NO.	CORP-11-2022
DATE PREPARED	August 24, 2022	FILE NO.	
MEETING DATE	August 31, 2022		
SUBJECT	Board Resolution for Natural Infrastructure Fund Application		

RECOMMENDATION

Suggested Resolution

*“THAT: The Board of Director’s support the Lakehead Region Conservation Authority’s application to the Infrastructure Canada’s Natural Infrastructure Fund **AND FURTHER THAT** if the application is successful the CAO and the Chair are authorized to enter into a Grant Agreement for the ‘Healing Lands Through Natural Infrastructure’ Project.”*

LINK TO STRATEGIC PLAN

Links to the Strategic Plan (2018-2022):

Conserve and Sustain:

- *Support, strengthen and encourage environmental stewardship and sustainability.*
- *Collaborate with member municipalities and community partners to foster an integrated watershed management approach.*

Protect and Support:

- *Evaluate the priorities for the protection and management of wetlands and natural heritage features.*
- *Integrate the impacts of climate change into future actions.*

Connect and Explore:

- *Emphasize a sense of place through positive and equitable interactive experiences.*
- *Strengthen a shared interest in conservation through collaboration with existing and new partners.*

EXECUTIVE SUMMARY

Staff propose to submit an application to Infrastructure Canada (INFC) through their Natural Infrastructure Fund (NIF), Small Projects Stream, for LRCA’s ‘Healing Lands Through Natural Infrastructure’ Project. The project aims to enhance community access to nature by enhancing the grounds at LRCA’s Administrative Office and adjacent LRCA owned lands through the

development of a new “Urban Conservation Area”. A Board resolution to support the project will be submitted as part of the application package. The maximum funding provided through the Natural Infrastructure Fund grant agreements are between \$30,000 and, up to and including, \$250,000.00 for each application. The federal cost-share is 80% of eligible costs. The Authority’s cost-share will be 20% (i.e., \$50,000), assuming the project will cost the maximum grant amount of \$250,000. If the application is successful, the Authority’s cost-share of \$50,000, will be taken from the Conservation Areas Deferred balance. The funds will support LRCA’s new Urban Conservation Area at the Administrative Office and adjacent LRCA owned lands, which would be the only public transit accessible property owned by the LRCA.

DISCUSSION

Staff are working on submitting an application to Infrastructure Canada (INFC) through their Natural Infrastructure Fund (NIF), Small Projects Stream, for the ‘Healing Lands Through Natural Infrastructure’ Project, which is due September 27, 2022. The project aims to enhance community access to nature, revitalize the LRCA’s property using natural infrastructure, and provide a natural learning and healing environment for the local community as well as for LRCA’s educational programming. Conservation Authorities are eligible, and a Board resolution may be required before signing a grant agreement with INFC.

The project objective encompasses the core community services that have been outlined within the Natural Infrastructure Fund. The intention is to lead by example by enhancing the grounds at LRCA’s Administrative Office and adjacent LRCA owned lands through the development of a new Urban Conservation Area. The overarching objective of the project is to enhance stormwater management using naturalization and green infrastructure techniques while providing an accessible and naturalized space for the urban community that allows educational opportunities (i.e., local school boards and the public).

The Urban Conservation Area will provide a connection to the existing City’s multi-use recreational trail that fronts the Administrative Office building. Key features of the project include a healing forest and wetland trail, indigenous medicine gardens, pollinator gardens, a green roof pavilion, passive stormwater management facilities such as bioretention swales and ponds, and permeable pavement parking area.

The following goals have been established for the project:

- To develop an Urban Conservation Area to improve the health and wellness of citizens in Thunder Bay by providing access to nature.
- To improve green infrastructure to enhance the efficiency, productivity, and functionality of ecological processes on the LRCA’s property.
- To lead by example in climate change resilience by transforming the LRCA’s home base using natural or green infrastructure.
- To enhance the existing wetland by removing any invasive species and planting native species to prevent a loss in local biodiversity.

- To reduce habitat fragmentation within Thunder Bay and provide wildlife corridors within the city limits.
- To transform existing retention ponds into working bioretention swales to improve stormwater management.

FINANCIAL IMPLICATIONS

The maximum funding provided through the Natural Infrastructure Fund grant agreements are between \$30,000 and, up to and including, \$250,000.00 for each application. The federal cost-share is 80% of eligible costs. The Authority cost-share will be 20%. Staff will apply for the maximum grant amount of \$250,000. If the application is successful, the Authority will be responsible for \$50,000 in costs. The funds will be taken from the Conservation Areas Deferred balance. Staff wages are ineligible and as such, LRCA staff will provide coordination, administration, and implementation of the project as an in-kind contribution to the project.

CONCLUSION

LRCA is eligible to submit an application to Infrastructure Canada (INFC) through the Natural Infrastructure Fund (NIF), Small Projects Stream, for the 'Healing Lands Through Natural Infrastructure' Project. A Board resolution to support the project will be submitted as part of the application package. If successful, the funds will support LRCA's new Urban Conservation Area at the Administrative Office and adjacent LRCA owned lands.

BACKGROUND

The Government of Canada announced \$200 million over three years to establish the Natural Infrastructure Fund (NIF) in the 2021 budget. The NIF supports natural and hybrid infrastructure projects across Canada. Objectives of the NIF are to:

- Increase the use and uptake of natural and hybrid infrastructure, and
- Build community awareness on the value of natural and hybrid infrastructure and the delivery of multiple outcomes.

The Small Projects Stream responds to known demand at the local level for smaller projects. All projects are assessed on the basis that they deliver one or multiple of the following community services:

- **Climate change resilience:** Adapting to or transforming to anticipated or experienced climate hazards.
- **Increased access to nature:** Enhancing the quality or quantity of healthy and safe natural systems to connect people to nature.
- **Improved environmental quality:** Enhancing the efficiency, productivity, and functionality of ecological processes to provide with healthy environments.
- **Enhanced biodiversity and habitat:** Reducing fragmentation, loss, or destruction of important habitats and species.

- **Climate change mitigation:** Increasing the capacity of natural systems to processes to sink and store greenhouse gasses.

The 'Healing Lands Through Natural Infrastructure' Project supports our Vision of a healthy, safe, and sustainable Lakehead Watershed for future generations, and our Mission to lead the conservation and protection of the Lakehead Watershed.


REFERENCE MATERIAL ATTACHED

None

PREPARED BY:

Gail Willis, Watershed Manager

REVIEWED BY:

THIS REPORT SIGNED AND VERIFIED BY:  Tammy Cook Chief Administrative Officer	DATE: August 25, 2022
--	--------------------------

**2022 TREASURER'S REPORT
MONTHLY EXPENSES**

	2022 BUDGET	June	TOTAL TO DATE	BALANCE REMAINING
REVENUE				
Provincial Grants	843,613	-	139,400	704,213
Municipal Levy	1,733,332		1,733,332	-
Self Generated	233,788	39,242	211,964	21,824
Other Revenue	585,429	10,889	97,480	487,949
TOTAL REVENUE	3,396,162	50,131	2,182,175	1,213,987
EXPENSES				
Core Mandate Operating				
Administration	530,632	59,874	285,473	245,159
Community Relations	125,005	9,844	54,760	70,245
Natural Hazard and Protection Management	659,676	63,693	305,992	353,684
Conservation and Management of Cons. Auth. Lands	284,006	21,450	111,953	172,053
Drinking Water Source Protection	56,343	4,023	30,701	25,642
Total Core Mandate Operating	1,655,662	158,883	788,878	866,784
Non Core Mandate Operating				
Other Programming	248,099	30,371	138,557	109,542
Total None Core Mandate	248,099	30,371	138,557	109,542
Total Core and Non Core Mandate Operating	1,903,761	189,254	927,435	976,326
Core Mandate Capital				
Natural Hazard and Protection Management	1,049,401	4,913	50,140	999,261
Authority Office	195,500	12,313	12,313	183,187
Conservation and Management of Cons. Auth. Lands	247,500	326	2,289	245,211
Total Core Mandate Capital	1,492,401	17,552	64,742	1,427,659
Total Operating and Capital	3,396,162	206,807	992,177	2,403,985

**2022 TREASURER'S REPORT
MONTHLY EXPENSES**

	2022BUDG ET	July	TOTAL TO DATE	BALANCE REMAINING
REVENUE				
Provincial Grants	843,613	10,659	150,059	693,554
Municipal Levy	1,733,332	-	1,733,332	-
Self Generated	233,788	45,914	267,877	34,089
Other Revenue	585,429	4,000	101,480	483,949
TOTAL REVENUE	3,396,162	60,573	2,252,748	1,143,414
EXPENSES				
Core Mandate Operating				
Administration	530,632	28,980	312,820	217,812
Community Relations	125,005	8,656	63,417	61,588
Natural Hazard and Protection Management	659,676	50,297	356,289	303,387
Conservation and Management of Cons. Auth. Lands	284,006	33,037	144,989	139,017
Drinking Water Source Protection	56,343	3,384	34,084	22,259
Total Core Mandate Operating	1,655,662	124,354	911,599	744,063
Non Core Mandate Operating				
Other Programming	248,099	47,716	196,272	51,827
Total None Core Mandate	248,099	47,716	196,272	51,827
Total Core and Non Core Mandate Operating	1,903,761	172,070	1,107,872	795,889
Core Mandate Capital				
Natural Hazard and Protection Management	1,049,401	3,254	53,394	996,007
Authority Office	195,500	4,147	16,460	179,040
Conservation and Management of Cons. Auth. Lands	247,500	328	2,617	244,883
Total Core Mandate Capital	1,492,401	7,729	72,471	1,419,930
Total Operating and Capital	3,396,162	179,799	1,180,343	2,215,819



PROGRAM AREA	FINANCE	REPORT NO.	FIN-10-2022
DATE PREPARED	August 23, 2022	FILE NO.	17-7-1
MEETING DATE	August 31, 2022		
SUBJECT	Draft 2023 Budget		

RECOMMENDATION

Suggested Resolution

“THAT: the Lakehead Region Conservation Authority approves the 2023 Draft Budget, Version 1.0, dated August 31, 2022, for consultation purposes. “

LINK TO STRATEGIC PLAN

Govern and Enhance:

- *Build a resilient financial model based on capacity, capabilities and transparency.*

EXECUTIVE SUMMARY

The 2023 Draft Budget has been set at \$2,741,813 which includes a total levy of \$1,791,165 of which all Member Municipalities pay \$1,077,351 with the remainder being sole-benefitting levy to the City of Thunder Bay (\$713,814). Actual Member Municipality levies will be updated once the 2023 CVA is received from MNRF. The 2023 budget contains a 2.35% increase to levy-all compared to 2022.

The 2023 Budget has been reformatted to adhere to the requirements in O. Reg. 402/22, which will come into effect in 2024. Staff recommend approving the Draft Budget for consultation purposes, with final budget approval at a later date.

DISCUSSION

The 2023 Draft Budget document contains details for the Lakehead Region Conservation Authority’s (LRCA) 2023 planned operations and capital activity. The Budget has been set at \$2,741,813 which includes a total levy of \$1,791,165 of which all Member Municipalities pay \$1,077,351 with the remainder being sole-benefitting levy to the City of Thunder Bay (\$713,814).

It is noted that at the time of budget preparation confirmation had not been received that the long-standing provincial Section 39 Transfer Payment was forthcoming in 2023 from the province. For budget purposes, it has been assumed it will be provided. If funding does not materialize, staff will come back to the Board with a revised budget, including the use of Reserve Funds from the Operating Capital Category.

The budget results in a 2.35% increase in levy-all in 2023 compared to 2022. The 2023 budget requires a 2.35% increase in order to maintain its current level of service, which is well below the current cost-of-living increases. The Draft Budget utilizes the 2022 Current Value Assessment (CVA) as the 2023 version was not provided by MNRF prior to finalization of the document. Actual levy amount will be calculated based on the 2023 CVA prior to sending out levy notices.

Financial pressures anticipated in 2023 include: significant increases to insurance costs (i.e., \$17,006 increase from 2021 to 2022); increase in fuel costs; and increased costs of goods and services due to inflation.

Changes to the *Conservation Authorities Act* within Bill 229, Schedule 6 and the released Phase 1 and 2 regulations have been incorporated into the budget. The 2023 budget has been reformatted to adhere to legislative changes that come into effect for the 2024 budget. Programs have been categorized into three mandated categories including:

- Category 1: Mandatory Programs and Services
- Category 2: Non-Mandatory Programs and Services at the request of a Municipality
- Category 3: Non-Mandatory Programs and Services

Highlights of the 2023 Budget expenditures include:

- Continuation of annual programming including:
 - Plan Input and Review,
 - Development Regulations,
 - Flood Forecasting and Warning,
 - Operation and maintenance of LRCA owned properties,
 - Stewardship, and
 - Education programming.
- 10-year update of the Neebing-McIntyre Floodway Integrity Study
- Capital improvements at the Conservation Areas
 - Hurkett – Pavilion: Concrete repair, roof repair
 - Hazelwood Lake – Garage: replace soffit and fascia
 - Hazelwood Lake – Install new floating dock/kayak launch
 - Little Trout Bay - Dock repair
 - Little Trout Bay – Pavilion: concrete repairs, roof repair
 - Silver Harbour – Install new Pay and Display unit

The Watershed Stewardship Technician contract will continue for a full year using MNRF Transfer Payment funding and other funding. The Environmental Planner Intern position will transition to a permanent full-time position, as previously approved by the Board.

Overall, the 2023 Budget reflects the short-term objectives of the Authority and considers long-term requirements to ensure the LRCA can provide sustainable benefits to the watershed residents.

The full Draft 2023 Budget is attached. A short summary will be prepared that will be posted on the website and circulated to all Member Municipalities along with the offer to attend a Council meeting if requested. Staff will be attending the City of Thunder Bay's Executive Management Team Operating Budget Meeting on October 6th.

FINANCIAL IMPLICATIONS

The 2023 Draft Budget has been set at \$2,741,813 which includes a total levy of \$1,791,165 of which all Member Municipalities pay \$1,077,351 with the remainder being sole-benefitting levy to the City of Thunder Bay (\$713,814). Actual Member Municipality levies will be updated once the 2023 CVA is received from MNRF. The 2023 budget contains a 2.35% increase to levy-all compared to 2022.

Due to the upcoming municipal election, discussion on when the final budget approval should occur will be discussed. Approval has been occurring in November for the next years budget, this may require a delay until the new Board is appointed.

CONCLUSION

The Draft 2023 Budget is being presented for review. The 2023 Budget has been reformatted as required in O. Reg. 402/22, prior to the mandatory date of 2024. As outlined in the new process, approval is recommended for consultation purposes, with final approval at a later date to be confirmed due to the upcoming municipal election.

BACKGROUND

O. Reg. 402/22: Budget and Apportionment specifies that the 2024 budget and all subsequent budgets must adhere to this regulation. It provides details on the budget process and municipal apportionment methods for levying participating municipalities and includes revocation of the previous regulations that governed municipal levies (O. Reg. 670/00 and O. Reg. 139/96).

The regulated budget process includes:

First Phase

Budget must include:

- All sources of revenue (other than municipal levy)
- Categorize operating expenses into Category 1, 2 and 3
- Categorize capital expenses into Category 1, 2 and 3
- Amount of levy for each Member Municipality
- Specify if the Authority considered opportunities to raise and use self-generated revenue to help finance the authority's operations, including the programs and services it provides, a description of what the authority considered

Budget must:

- Apply any relevant revenue to specific programs to offset levy
- Apply Modified Current Value Apportionment method to determine levy for each program

- Apply Benefit Based Apportionment method to sole benefitting programs (i.e., Floodway, Victor Street Erosion)

Second Phase

Draft Budget Process:

1. Notify all Member Municipalities of Draft Budget meeting if a Member Municipality will owe levy for Category 1 *Clean Water Act* programs and Services.
 - a. Advise of amounts owing or to be owed for Category 1 *Clean Water Act* programs and services.
2. Hold meeting to consider draft budget.
3. Hold vote on whether or not to approve the draft budget for consultation.
 - a. If there is a levy for Category 1 *Clean Water Act* programs and services, hold a separate vote of Members from applicable municipalities for that portion of the draft budget.
 - b. Vote is a one-member-one vote method.
4. Send Member Municipalities a copy of the Draft Budget and all financial information relating to the apportionment of operating and capital expenses.
5. Post a copy of the Draft Budget and financial information on Governance section of Authority's website.
6. Consult as necessary with Member Municipalities on draft budget in order to finalize final budget.

Third Phase

Final Budget Approval Process:

1. Notify all Member Municipalities of Budget meeting.
 - a. Notification must be at least 30 days prior to meeting.
 - b. Must include copy of most recent draft of the budget.
 - c. Must specify amount of levy for the given year.
2. Hold meeting to approve budget.
3. Hold a recorded vote to municipal levy/amounts owing.
 - a. If there are any Category 1 *Clean Water Act* apportionments, hold a vote with participating municipality representatives.
 - b. Weighted vote to approve municipal levy/amounts owing.
 - c. Authority can not send a notice of apportionment unless a vote has occurred.
4. Hold a recorded vote to approve final budget.
 - a. One -member-one vote to approve final Budget Document.
5. "Promptly" after the final budget process is approved, provide a copy of the final budget to the Minister and each Member Municipality.
6. Post final budget on the Authority's website in the Governance section.

REFERENCE MATERIAL ATTACHED

2023 Draft Budget, August 2022, Version 1.0

PREPARED BY:

Tammy Cook, CAO

THIS REPORT SIGNED AND VERIFIED BY: <i>Tammy Cook</i> Tammy Cook Chief Administrative Officer	DATE: August 24, 2022
--	--------------------------




LAKEHEAD REGION
CONSERVATION AUTHORITY

2023 Draft Budget

August 2022
Version 1.0

PREPARED BY:
Tammy Cook, CAO
Mark Ambrose, Finance Manager



VERSION		Approval Date	RESOLUTION #
2023 Version 1.0	Draft Budget for consultation		
2023 Version 2.0	Levy		
	Reserve withdrawals		
	Budget Document		

EXECUTIVE SUMMARY

The 2023 Budget document contains details for the Lakehead Region Conservation Authority's (LRCA) planned operations and capital activity. The Budget has been set at \$2,741,813 which includes a total levy of \$1,791,165 of which all Member Municipalities pay \$1,077,351 with the remainder being sole-benefitting levy to the City of Thunder Bay (\$713,814).

It is noted that at the time of budget preparation confirmation had not been received that the long-standing provincial Section 39 Transfer Payment was forthcoming in 2023 from the province. For budget purposes, it has been assumed it will be provided. If funding does not materialize, staff will come back to the Board with a revised budget, including the use of Reserve Funds from the Operating Capital Category.

The budget results in a 2.35% increase in levy-all in 2023 compared to 2022. The 2023 budget requires a 2.35% increase in order to maintain its current level of service, which is well below the current cost-of-living increases. The Draft Budget utilizes the 2022 Current Value Assessment (CVA) as the 2023 version was not provided by MNRF prior to finalization of the document. Actual levy amount will be calculated based on the 2023 CVA prior to sending out levy notices.

Financial pressures anticipated in 2023 include: significant increases to insurance costs (i.e., \$17,006 increase from 2021 to 2022); increase in fuel costs; and increased costs of goods and services due to inflation.

Changes to the *Conservation Authorities Act* within Bill 229, Schedule 6 and the released Phase 1 and 2 regulations have been incorporated into the budget. The 2023 budget has been reformatted to adhere to legislative changes that come into effect for the 2024 budget. Programs have been categorized into three mandated categories including:

- Category 1: Mandatory Programs and Services
- Category 2: Non-Mandatory Programs and Services at the request of a Municipality
- Category 3: Non-Mandatory Programs and Services

Highlights of the 2023 Budget expenditures include:

- Continuation of annual programming including:
 - Plan Input and Review,
 - Development Regulations,
 - Flood Forecasting and Warning,
 - Operation and maintenance of LRCA owned properties,
 - Stewardship, and
 - Education programming.
- 10-year update of the Neebing-McIntyre Floodway Integrity Study

- Capital improvements at the Conservation Areas
 - Hurkett – Pavilion: Concrete repair, roof repair
 - Hazelwood Lake – Garage: replace soffit and fascia
 - Hazelwood Lake – Install new floating dock/kayak launch
 - Little Trout Bay - Dock repair
 - Little Trout Bay – Pavilion: concrete repairs, roof repair
 - Silver Harbour – Install new Pay and Display unit

The Watershed Stewardship Technician contract will continue for a full year using MNRF Transfer Payment funding and other funding. The Environmental Planner Intern position will transition to a permanent full-time position, as previously approved by the Board.

The total Budget Levy is summarized in Appendix A including the amount applicable to each Member Municipality. Appendix B outlines the cost for each Member Municipality based on per resident, per household and \$100,000 of assessed value.

Overall, the 2023 Budget reflects the short-term objectives of the Authority and considers long-term requirements to ensure the LRCA can provide sustainable benefits to the watershed residents.

TABLE OF CONTENTS

1	INTRODUCTION.....	1
2	BACKGROUND.....	2
2.1	Mandate.....	2
2.1.1	Purpose.....	3
2.1.2	Founding Principles.....	3
2.1.3	Objects of an Authority.....	3
2.2	Organization Details.....	3
2.2.1	Area of Jurisdiction.....	3
2.2.2	Board of Directors/Members.....	4
	Agricultural Representative.....	4
2.2.3	Staff Complement.....	5
2.2.4	Conservation Areas.....	5
2.2.5	Other Land Owned by the LRCA.....	6
2.2.6	Watershed Monitoring.....	6
2.3	Sources of Funding.....	6
2.3.1	Grant Revenue.....	8
2.3.1.1	Provincial Section 39 Transfer Payment.....	8
2.3.1.2	Source Water Protection Funding.....	9
2.3.1.3	Water and Erosion Control Infrastructure Funding.....	9
2.3.2	Municipal Levy.....	10
2.3.2.1	Levy – All.....	10
2.3.2.2	Sole- Benefitting Levy.....	10
2.4	Modified Current Value Assessment (MCVA).....	10
2.5	Budget Approval Process.....	11
2.5.1	O. Reg. 402/22: Budget and Apportionment.....	11
2.5.2	Budget Approval Methods.....	12
2.6	Asset Management Plan.....	14
2.7	Reserve Policy.....	15
2.8	Purchasing Policy.....	15
2.9	Lakehead Conservation Foundation.....	15
2.10	Conservation Ontario.....	15
2.11	Programs and Services.....	16
2.11.1	Category 1 – Mandatory Programs and services.....	16
2.11.2	Category 2 – Non-Mandatory Programs and services at the request of a municipality.....	18
2.11.3	Category 3 – Non-Manadatory Programs and SErvies.....	18
2.11.4	Corporate Services.....	19
3	2023 BUDGET.....	21
	BuDgeted Revenue.....	21
	Consideration of opportunities to raise and use self-generated revenue.....	23

	Budgeted Expenditures.....	24
3.1	Corporate services	25
	Administration	25
	Community Relations.....	26
	Vehicle and Equipment Program	27
	Information technology management.....	28
	corporate GIS	28
3.2	Category 1: Mandatory programs and services.....	29
3.2.1	Risk of Natural Hazards.....	29
	Floodplain Mapping	29
	Technical Studies	31
	Comminications and Outreach	31
	Flood Forecasting and Warning	32
	Drought and Low Water Response	33
	Ice Management	33
	Infrastructure: Neebing-Mcintyre Floodway	33
	Infrastructure: Victor Street Erosion	36
	Review of Rroposals under an Act	37
	Plan Review Comments	37
	Administering and Enforcing the Act (Section 28 Development Regulations). 38	
3.2.2	Conservation and Management of Lands owned and controlled by the LRCA 39	
	Conservation Areas.....	39
	Administer Section 29 Regulations in Conservation Areas	41
	Other Owned Land.....	41
3.2.3	Source Water Protection	43
3.2.4	Other Programs and services	45
	Provincial Groundwater Monitoring Network (PGMN).....	45
	Provincial Water Quality Monitoring Network (PWQMN)	45
	Watershed Based Resource Management Strategy.....	46
3.3	Category 2: Non-Mandatory Programs at the request of a Municipality.....	46
	Mapping Service.....	46
3.4	Category 3: Non-Mandatory Programs.....	47
3.4.1	Education	47
	Environmental Education.....	47

	Nature Interpretive Programming	48
3.4.2	Stewardship	48
	superior stewards Program	49
	Tree Seedling Program.....	49
	Private Land Stewardship	50
3.4.3	Green Infrastructure Research Project.....	51
4	RESERVE APPROPRIATIONS	52
4.1	Percentage of Target Reserve Limit Reached	53
4.2	2023 Planned Appropriations to and from Reserves	54
5	CONCLUSION.....	55
6	RECOMMENDATIONS	56

LIST OF FIGURES

- Figure 1: Projected Revenues
- Figure 2: Projected Expenses by Program
- Figure 3: 2022 Budget Summary
- Figure 4: Levy-all Comparison for the period of 2015 to 2022
- Figure 5: Budget Levy Comparison
- Figure 6: 2023 Compared to 2022 Levy Cost Comparison

LIST OF APPENDICES

- Appendix A: 2023 Budget
- Appendix B: Budget Levy Comparison
- Appendix C: Passed Resolutions

1 INTRODUCTION

The Lakehead Region Conservation Authority (LRCA) budget for 2023 has been set at \$2,741,813 which includes a total levy of \$1,791,165 of which all Member Municipalities pay \$1,077,351 with the remainder being sole-benefitting levy to the City of Thunder Bay (\$713,814).

The budget results in a 2.35% increase in levy-all in 2023 compared to 2022. The 2023 budget requires a 2.35% increase in order to maintain its current level of service, which is well below the current cost-of-living increases.

The total Budget Levy is summarized in Appendix A including the amount applicable to each Member Municipality, which includes a summary of the breakdown between Operating and Capital. Appendix B outlines the cost for each Member Municipality based on per resident, per household and \$100,000 of assessed value.

Version 1.0 of the Draft Budget will be presented for initial discussion at the August 31, 2022, Board Meeting. The levy was calculated utilizing the 2022 Current Value Assessment (CVA) as the 2023 CVA will not be available. The final levy will be updated prior to approval of the final budget.

It is noted that at the time of budget preparation confirmation had not been received that the long-standing provincial Section 39 was forthcoming for the 2023/2024 fiscal budget year from the province. For budget purposes, it has been assumed it will be provided. If funding does not materialize, staff will come back to the Board with a revised budget, including the use of Reserve Funds from the Operating Capital Category.

2 BACKGROUND

The LRCA is a community-based environmental protection and advisory agency, established in 1954 (initially the Neebing Valley Conservation Authority) by the Province of Ontario at the request of municipalities in the Lakehead watershed. The LRCA's purpose is to provide for the organization and delivery of programs and services that further the conservation, restoration, development and management of natural resources in the Lakehead Watershed. Conservation Authorities undertake a broad range of programs, including: watershed management, erosion control, Flood Forecasting and Warning, recreation and land management, water level monitoring, Plan Input and Review, environmental education and stewardship. We improve quality of life by actively providing Conservation Areas for semi-passive recreation and environmental education opportunities.

Our integrated approach to resource management leads to a wide range of programs and projects, which are aimed at keeping our watersheds healthy. We improve quality of life by actively providing open space and protecting life and property from flooding and erosion, as well as restoring and conserving aquatic and natural habitats. In addition to serving our watershed residents, we also provide advice and counsel to all levels of government regarding natural hazards.

The LRCA is one of 36 Conservation Authorities across Ontario, including one of five in Northern Ontario.

Historically Conservation Authorities were administered by Ministry of Natural Resources and Forestry (MNRF); however, in 2018, Conservation Authorities were moved under the Ministry of Environment, Conservation and Parks (MECP).

2.1 MANDATE

Conservation Authorities, created in 1946 by an Act of the Provincial Legislature, are mandated to ensure the conservation, restoration and responsible management of Ontario's water, land and natural habitats through programs that balance human, environmental and economic needs.

In 2017, the LRCA adopted vision and mission statements and in January 2018, the LRCA adopted its first ever Five-Year Strategic Plan for the period 2018-2022. The Strategic Plan will be updated by the end of 2022 for the next five-year period (2023-2027). The Strategic Plan identifies four main priorities including: conserve and sustain; protect and support; connect and explore; and govern and enhance. LRCA's vision and mission statements are as follows:

Vision: A healthy, safe and sustainable Lakehead Watershed for future generations.

Mission: To lead the conservation and protection of the Lakehead Watershed.

Action items will be drafted taking into consideration the identified initiatives in the Strategic Plan, which will be incorporated into future work plans and budgets, as well as the overall business of the Authority.

2.1.1 PURPOSE

With the passing of Bill 139 on December 12, 2017, a purpose statement was added to the *Conservation Authorities Act*, which states:

The purpose of this Act is to provide for the organization and delivery of programs and services that further the conservation, restoration, development and management of natural resources in watersheds in Ontario.

2.1.2 FOUNDING PRINCIPLES

Conservation Authorities are based on three fundamental principles:

- Municipal and Provincial partnership
- Local initiative and involvement
- Management of natural resources on a watershed basis.

2.1.3 OBJECTS OF AN AUTHORITY

Per Section 20(1) of the *Conservation Authorities Act*,

The objects of an authority are to provide, in an area over which it has jurisdiction,

- a) the mandatory programs and services required under Section 21.1;
- b) any municipal programs and services that may be provided under section 21.1.1; and
- c) any other program or services that may be provided under section 21.1.2.

2.2 ORGANIZATION DETAILS

2.2.1 AREA OF JURISDICTION

The LRCA Area of Jurisdiction (2,719 square kilometres) includes:

- City of Thunder Bay
- Municipality of Neebing
- Municipality of Shuniah
- Municipality of Oliver Paipoonge

- Township of Conmee
- Township of O'Connor
- Township of Gillies
- Township of Dorion

The Ministry of Natural Resources and Forestry (MNRF) is responsible for areas outside the jurisdiction of the Authority.

The scientific boundary of the Lakehead Watershed is 11,526 square kilometres.

2.2.2 BOARD OF DIRECTORS/MEMBERS

Policy and budget decisions are made by a Board of Directors comprised of eleven members appointed by LRCA's Member Municipalities. The number of representatives appointed as Members of the LRCA Board of Directors is based on population as outlined in subsection 2(2) of the *Conservation Authorities Act*.

Per Bill 229, Schedule 6, as of the end of the 2022 term of the Board, at least 70% of the appointees to the Board must be municipal councillors, unless an exception has been granted by the Minister, at the request of a municipality (per Section 14(1.1), 14(1.2) of the *Conservation Authorities Act*). Therefore, unless an exception has been granted each Member Municipality must only appoint municipal councillors, with the exception being the City of Thunder Bay who has four Members. They will be required, at a minimum, to appoint three municipal councillors. Prior to this change, the City of Thunder Bay appointed two municipal councillors and two citizen appointees.

As of February 2, 2021 (per Section 17 (1.1)(1.2)(1.3) of the *Conservation Authorities Act*) the term of the Chair and Vice-Chair is limited to one year and they can serve for no more than two consecutive terms. Positions must rotate between participating municipalities; therefore, the Board cannot appoint the succeeding chair from the same municipality as the current chair. A Conservation Authority or a municipality can request permission for a longer term to the Minister.

AGRICULTURAL REPRESENTATIVE

Per Bill 229, Schedule 6, as of February 2, 2021, the Minister may appoint an Agricultural Representative to the Board of Directors. If appointed the Agricultural Representative can not vote on enlarging, amalgamating or dissolving an authority or any budgetary matter. Their term can be up to four years as determined by the Minister. At the time of budget preparation, it was unknown whether or not an Agricultural Representative would be appointed to the LRCA Board. Per diems for this position would be paid by the MECP.

2.2.3 STAFF COMPLEMENT

In 2023, the Authority will have a full-time equivalent (FTE) staff complement of 12 who deliver the programs/services on behalf of the LRCA Board, which include:

- Chief Administrative Officer
- Finance Manager
- Watershed Manager
- Lands Manager
- Communications Manager
- Development Regulations Officer
- GIS/Water Resources Technologist
- Information Systems Coordinator
- Admin Clerk/Receptionist
- Financial Admin Assistant
- Field Operations Lead Hand
- Environmental Planner

Recurring contract employees that amount to an equivalent of 2.5 FTEs include:

- Education Co-ordinator (39 weeks)
- Floodway Labourer (39 weeks)
- Watershed Stewardship Technician (52 weeks)

Seasonal employees that amount to an equivalent of 2.0 FTEs include:

- Two Conservation Area labourers (15 weeks – summer students)
- Two River Clean-Up labourers (14 weeks – summer students)
- Assistant Water Resources Technologist (16 weeks – summer student)
- Civil Technician (16 weeks – summer student)
- Green Infrastructure Research Intern (16 weeks)

2.2.4 CONSERVATION AREAS

The LRCA owns and maintains eight Conservation Areas, which provide semi-passive recreational use opportunities to the public and access to Lake Superior. The areas include:

- Hurkett Cove (Township of Dorion)
- Cascades (City of Thunder Bay)
- Silver Harbour (Municipality of Shuniah)
- Cedar Falls (Township of O'Connor)
- Little Trout Bay (Municipality of Neebing)
- Hazelwood Lake (unorganized Township of Gorham)
- MacKenzie Point (Municipality of Shuniah)

- Mission Island Marsh (City of Thunder Bay)

Boat launches at Silver Harbour and Little Trout Bay Conservation Areas provide access to Lake Superior.

As a private landowner, the LRCA pays property taxes to the Municipality/Township in which the land resides.

2.2.5 OTHER LAND OWNED BY THE LRCA

The LRCA also owns and maintains three Forest Management Properties (Mills Block Forest, Williams Forest and Wishart Forest). Each property as well as other Conservation Areas have Forest Management Plans under the Managed Forest Tax Incentive program, which provides some tax relief as well as provides a plan for proper long-term forest management. As warranted, harvesting occurs with revenue used to maintain the forest management areas and the associated Forest Management Plans.

The LRCA also owns other conservation, floodplain and erosion lands as well as the banks and bed of the Neebing-McIntyre Floodway. Property taxes are paid on all lands.

2.2.6 WATERSHED MONITORING

The LRCA conducts a variety of watershed monitoring throughout the year including:

- Provincial Groundwater Monitoring Program (in partnership with MECP)
- Provincial Water Quality Monitoring Program (in partnership with MECP)
- Streamflow Gauges (in partnership with Water Survey of Canada)
- Precipitation Gauges (some in partnership with Water Survey of Canada)
- Neebing River Climate Change Monitoring Station (in partnership with MECP)
- Dorion Fish Culture Station Monitoring Station (new as of 2018, in partnership with MNRF)
- Bathing Beach Sampling (Hazelwood Lake and Mission Island Marsh)
- Blue/Green Algae Monitoring (Hazelwood, Mission, Hurkett, Silver Harbour)
- Snow Surveys
- Floodway Channel water level monitoring
- Ontario Low Water Response
- Green Infrastructure Research

2.3 SOURCES OF FUNDING

LRCA funding comes from several sources:

- Grant Revenue

- MNRF – Provincial Section 39 Transfer Payment
- MNRF – Water and Erosion Control Infrastructure (WECI) (when applicable and approved, will be applied for in 2023)
- MECP – Source Water Protection
- MNRF – Wetland and Shoreline Protection within the Thunder Bay AOC Transfer Payment (2020-2025)
- Special Projects (programs/available funds vary from year to year)
 - TD Friends of the Environment
 - Enbridge
 - Ontario Power Generation
 - Canada Summer Jobs
- Municipal Levy
 - Levy – All
 - Levy - Sole-Benefitting
- Other Revenue
 - Interest
 - Department of Fisheries and Oceans Wolf River Weir Inspections
 - Coin Boxes/Pay and Display (new 2021) – parking fees/day use fees at Conservation Areas
 - Explore Card sales
 - Lakehead Conservation Foundation donation
 - Multi-purpose Room rentals
 - Forest Management harvesting
 - Property Rentals
 - Mapping Service
 - Donations
 - Lawyer Request Fees
 - Development Regulation Permit Fees
 - Plan Review Fees (new 2021)
 - School Programming Fees
 - Calendar advertising
 - Other

2.3.1 GRANT REVENUE

2.3.1.1 PROVINCIAL SECTION 39 TRANSFER PAYMENT

The *Conservation Authorities Act* Section 39 Provincial “Operating” Grant funds the Conservation Authority in undertaking provincially mandated activities that include:

1. Flood/Erosion Operations (flood and erosion control structures, Flood Forecasting and Warning, ice management) and
2. Hazard Prevention (Plan Input, Hazard Information).

Eligible activities include:

- Flood and Erosion Operations
 - Operation of Flood Control Structures
 - Routine/Minor Maintenance of Flood Control Structures
 - Preventative Maintenance of Flood Control Structures
 - Operation of Erosion Control Structures
 - Routine/minor Maintenance of Erosion Control Structures
 - Preventative Maintenance of Erosion Control Structures
 - Flood Forecasting and Warning-System Operation
 - Ice Management
- Hazard Management
 - Plan Input (Official Plan/Amendment review only)
 - Information (i.e., Watershed Planning/Technical Studies)
- Administration

Funds are provided by lump sum payment for work undertaken from April 1 to March 31 of any given year. Funding is contingent of having local matching levy from the Member Municipalities. Interim and Year End reports are submitted by the LRCA to the MNRF, who remained the administrator of the Section 39 Transfer Payment after the transfer of Conservation Authority oversight to MECP.

Between 1998 and 2019, Provincial Section 39 Transfer Payments to all 36 Conservation Authorities remained at the same level of \$7,400,000. In 2019, mid-way through the budget year, the Provincial Government announced a 48-50% funding cut to all Conservation Authority Section 39 Transfer Payments, effective for the current year. LRCA’s transfer payment was reduced from \$292,380 to \$150,940, resulting in a funding reduction of 48% (\$141,440). This resulted in an emergency mid-year amendment to the budget, which resulted in a cancelation of all planned training, advertising, and capital expenditure spending at Conservation Areas as well as delaying some planned repairs. Funds were reallocated to ensure that the provincially mandated programs were still delivered.

At the time of budget preparation, no confirmation had been received that this long-standing Transfer Payment is forthcoming for the 2023/2024 fiscal year. For budget purposes, staff have budgeted as though the funding would be provided at the reduced level of \$150,940. If this funding is not forthcoming, it is proposed to utilize funds from the Operating Capital Reserve, which was established to provide operating funds in the event of loss of funds in a given year.

2.3.1.2 SOURCE WATER PROTECTION FUNDING

The MECP provides 100% funding to administer the Source Protection program through Provincial Transfer Payment, which is a program under the *Clean Water Act* to protect municipal drinking water systems, which there are two in the LRCA Area of Jurisdiction (i.e., Bare Point Water Treatment Plant (City of Thunder Bay) and Rosslyn Drinking Water System (Municipality of Oliver Paipoonge)).

This program runs on the Provincial fiscal year of April 1 to March 31 of any given year. For the first time, the program has been approved for two years (2022-2023 and 2023-2024). The approved budget for 2022-2023 is \$57,715 and for 2023-2024 is \$58,200 with a total FTE of 0.50 (0.2 FTE Information Systems Coordinator, 0.2 FTE Watershed Manager and 0.1 FTE Admin Clerk/Receptionist).

It is noted that if the Drinking Water Source Protection Transfer Payment was ever eliminated, the cost to administer this mandatory program would be applicable to the City of Thunder Bay and the Municipality of Oliver Paipoonge as sole-benefitting municipalities.

2.3.1.3 WATER AND EROSION CONTROL INFRASTRUCTURE FUNDING

MNRF administers the Water and Erosion Control Infrastructure (WECI) funding program, which typically provides an annual five-million-dollar capital investment to fund major maintenance required to maintain Conservation Authority dams and other flood and erosion control structures.

The WECI program provides matching funding to Conservation Authorities for studies or major maintenance of water or erosion control structures that are either owned by, or maintained by Conservation Authorities. Local benefiting municipalities provide matching funds. A committee made up of five Conservation Authority representatives, one MNRF and one Conservation Ontario representative, oversees the program and determines the priority list of eligible projects based on need and level of risk.

Funding is not guaranteed year to year. The LRCA applies for funding when major maintenance or studies are required on the Neebing-McIntyre Floodway or if major

maintenance (i.e., soil nailing) is required on Victor Street along the banks of the Kaministiquia River.

Staff will be applying for WECl funding for the 10-year update of the Floodway Integrity Study in 2023, which if successful would fund 50% of the project. If the funding application is unsuccessful, staff will assess whether or not the project can be deferred.

2.3.2 MUNICIPAL LEVY

2.3.2.1 LEVY – ALL

Operation and Capital Project costs that benefit all Member Municipalities is levied to all Member Municipalities based on their proportion of the Modified Current Value Assessment (see Section 2.4).

2.3.2.2 SOLE- BENEFITTING LEVY

A sole-benefitting levy is applied to a single Municipality for work undertaken by the LRCA upon which they are sole-benefitting. The operation and maintenance of the Neebing-McIntyre Floodway and Victor Street erosion protection are included in the sole-benefitting levy of the City of Thunder Bay. Another example is the completion, updating or maintenance of floodplain mapping, where the municipality/municipalities upon which the watershed is located are levied for that cost of the project.

2.4 MODIFIED CURRENT VALUE ASSESSMENT (MCVA)

Modified Current Value Assessment (MVCA) means a method of apportioning an authority's operating and capital costs that is based on the MCVA of the properties within the authority's area of jurisdiction (as outlined in O. Reg. 402/22). Municipal Current Value Assessment values are modified for conservation authorities where only a portion of a municipality falls within an area of jurisdiction of an authority. Since the LRCA's Member Municipalities are geographically entirely within the LRCA area of jurisdiction, no modification of the CVA is required. The Modified Current Value Assessment (MCVA) data is provided by the MECP annually, which is then used to calculate the levy-all for each Member Municipality. Each Conservation Authority has an Agreement regarding the use of Modified Property Assessment Information with MECP. Generally, this data is received by the Conservation Authority in late August. Since adoption of the CVA method, the levy percentage for Member Municipalities fluctuates annually.

For population data, reliance on the information from Statistics Canada is used, as the information received within the MCVA is not reflective of the actual population in our

Member Municipalities. Representation on the Board is determined by the population of the applicable Member Municipality as detailed in the *Conservation Authorities Act*.

2.5 BUDGET APPROVAL PROCESS

The *Conservation Authorities Act* and O. Reg. 402/22 outline the process of approving Conservation Authority budgets, specifically the process of approving the annual Municipal levies.

2.5.1 O. REG. 402/22: BUDGET AND APPORTIONMENT

O. Reg. 402/22: Budget and Apportionment specifies that the 2024 budget and all subsequent budgets must adhere to this regulation. It provides details on the budget process and municipal apportionment methods for levying participating municipalities and includes revocation of the previous regulations that governed municipal levies (O. Reg. 670/00 and O. Reg. 139/96). The 2023 budget has been prepared adhering to the upcoming legislative requirements.

The regulated budget process includes:

First Phase

Budget must include:

- All sources of revenue (other than municipal levy)
- Categorize operating expenses into Category 1, 2 and 3
- Categorize capital expenses into Category 1, 2 and 3
- Amount of levy for each Member Municipality
- Specify if the Authority considered opportunities to raise and use self-generated revenue to help finance the authority's operations, including the programs and services it provides, a description of what the authority considered

Budget must:

- Apply any relevant revenue to specific programs to offset levy
- Apply Modified Current Value Apportionment method to determine levy for each program
- Apply Benefit Based Apportionment method to sole benefitting programs (i.e., Floodway, Victor Street Erosion)

Second Phase

Draft Budget Process:

1. Notify all Member Municipalities of Draft Budget meeting if a Member Municipality will owe levy for Category 1 *Clean Water Act* programs and Services.
 - a. Advise of amounts owing or to be owed for Category 1 *Clean Water Act* programs and services.
2. Hold meeting to consider draft budget.

3. Hold vote on whether or not to approve the draft budget for consultation.
 - a. If there is a levy for Category 1 *Clean Water Act* programs and services, hold a separate vote of Members from applicable municipalities for that portion of the draft budget.
 - b. Vote is a one-member-one vote method.
4. Send Member Municipalities a copy of the Draft Budget and all financial information relating to the apportionment of operating and capital expenses.
5. Post a copy of the Draft Budget and financial information on Governance section of Authority's website.
6. Consult as necessary with Member Municipalities on draft budget in order to finalize final budget.

Third Phase

Final Budget Approval Process:

1. Notify all Member Municipalities of Budget meeting.
 - a. Notification must be at least 30 days prior to meeting.
 - b. Must include copy of most recent draft of the budget.
 - c. Must specify amount of levy for the given year.
2. Hold meeting to approve budget.
3. Hold a recorded vote to municipal levy/amounts owing.
 - a. If there are any Category 1 *Clean Water Act* apportionments, hold a vote with participating municipality representatives.
 - b. Weighted vote to approve municipal levy/amounts owing.
 - c. Authority can not send a notice of apportionment unless a vote has occurred.
4. Hold a recorded vote to approve final budget.
 - a. One -member-one vote to approve final Budget Document.
5. "Promptly" after the final budget process is approved, provide a copy of the final budget to the Minister and each Member Municipality.
6. Post final budget on the Authority's website in the Governance section.

2.5.2 BUDGET APPROVAL METHODS

Quorum must be achieved to approve the budget (i.e., 6 of 11 members must be present. Voting by proxy is not permitted.

For each phase of the budget approval process, the following budget approval method shall be used:

- Draft Budget
 - Decide on whether to approve draft budget for consultation
 - one-member-one-vote method

- Final Budget
 - Municipal levy/amounts owing
 - recorded weighted majority vote
 - Budget document
 - recorded one-member-one-vote

Weighted Majority Vote:

As outlined O. Reg. 402/22 Section 19, a recorded weighted vote is to be conducted to approve the levy/amounts owing in the Final Budget.

The following rules apply:

- Each Members vote shall be weighted according to the ratio of the MCVA for applicable Member Municipality
- Approval requires 51%, based on the weighted percentage of those present.
- In the case of a tie vote, the vote is lost.
- If a municipality appoints more than one member to the authority, each members' votes shall be equal to the municipality's weighted vote divided by the number of members the municipality appoints to the authority.
- A municipality shall not have a weighted vote of more than 50 percent of the total weighted value for all the votes to be cast unless the municipality appoints more than 50 percent of the members to the authority.
- Absent members percentage does not carry to the members present from their Municipality (only applies to the City of Thunder Bay, as they have four members).
- Must be a recorded vote.

For weighted voting, the weighting of the votes is based on the applicable year's MCVA values provided annually by the MECP. In the case of the City of Thunder Bay, where their MCVA apportionment is greater than 50%, their members are equally apportioned 50% of the total vote, as no one municipality can hold greater than 50 percent of the vote for the weighted majority vote.

Weighted Vote Allocations:

Municipality	# of Members	2022 CVA (%)	Vote %
City of Thunder Bay	1	85.96	12.5
	1		12.5
	1		12.5
	1		12.5
Conmee	1	0.44	1.57
Dorion	1	0.29	1.03
Gillies	1	0.25	0.89
Neebing	1	2.23	7.95
O'Connor	1	0.47	1.67
Oliver Paipoonge	1	5.47	19.48
Shuniah	1	4.89	17.41
TOTAL	11	100	100

Example: Conmee = $(0.44 / (100 - 85.96)) \times 50$

One-Member-One-Vote Method:

A one-member one-vote (i.e. majority vote) is to be conducted to approve consultation of the draft budget and approval of the Budget Document. Each member present has an equal weighting of their vote.

Majority Vote Allocations:

Municipality	# of Members	% Vote
City of Thunder Bay	1	9.09
	1	9.09
	1	9.09
	1	9.09
Conmee	1	9.09
Dorion	1	9.09
Gillies	1	9.09
Neebing	1	9.09
O'Connor	1	9.09
Oliver Paipoonge	1	9.09
Shuniah	1	9.09
TOTAL	11	100

2.6 ASSET MANAGEMENT PLAN

TBT Engineering Consulting Group completed the LRCA Asset Management Plan (AMP) in July 2016, which was updated in 2021 by KGS Group. The AMP provided insight into the current condition of the Authority's assets and a timeline indicating recommended repairs, maintenance and replacement of assets. The goal of the AMP is to provide a

strategy to achieve and maintain the desired level of services for each asset while maintaining financial goals.

The Asset Management Plan is updated every five years. The next update will occur in 2026.

2.7 RESERVE POLICY

The Authority has an approved Reserve Policy (FIN-04) which outlines how the various reserves are to be managed. A summary of planned appropriations to and from Reserves is included in Section 4. The Reserve Policy will be updated in 2022.

2.8 PURCHASING POLICY

The LRCA approved Purchasing Policy (FIN-06), which was updated in 2019, guides all purchasing.

2.9 LAKEHEAD CONSERVATION FOUNDATION

The Lakehead Conservation Foundation was formed in 1987 as it became evident that funding from the Province of Ontario was decreasing. Since inception, the Foundation has donated \$816,290 towards these programs. Their annual contribution has been typically \$20,000 and is allocated for environmental education and other special projects.

Due to COVID-19 in 2021 the annual Dinner and Auction and the Wine Tasting Fundraising events were cancelled, and in 2022 the Dinner Auction was cancelled resulting in a loss in revenue of approximately \$20,000.00 each year, and subsequently no donation to the LRCA. Due to the uncertainty regarding the ability to host large gatherings, the viability of hosting the February 2023 Dinner Auction and Wine Tasting events is unknown due to the uncertainty of holding large scale events. As a result, it is anticipated that the LCF may not be able to provide their annual donation to the LRCA again in 2023 unless alternative fundraising events occur. As a result, the Education Coordinator position which historically has been funded partially by the LCF will require alternative funding, as no municipal levy is currently used to fund this position.

2.10 CONSERVATION ONTARIO

Conservation Ontario (CO) is the network or umbrella organization of the 36 Conservation Authorities similar to the Association of Municipalities (AMO). Decisions made at CO Council Meetings do not bind individual Conservation Authorities unless specifically adopted by the Conservation Authority. CO advocates on behalf of the collective and has been instrumental during the transition from MNRF to MECP and during the current *Conservation Authorities Act* review process. Typically, both the Chair and CAO attend

the quarterly CO Council Meetings; however, due to COVID-19 the meetings have been held virtually; however, are expected to go back to in-person in 2023. The LRCA pays an annual levy to CO.

2.11 PROGRAMS AND SERVICES

In October 2021 the MECP released O. Reg. 686/21: Mandatory Programs and Services and O. Reg. 687/21: Transition Plans and Agreements under the *Conservation Authorities Act*. The purpose of the transition period is to provide conservation authorities and municipalities with the time to address changes to the budgeting and levy process based on the delivery of mandatory programs and services (Category 1), municipal programs and services (Category 2), and other programs and services (Category 3) and to reach agreements.

As required in O. Reg. 687/21: Transition Plans and Agreements the following requirements have been completed:

- **Transition Plan** (November 24, 2021): Included a timeline/workplan to meet the requirements for the first and second phases of the transition period.
- **Inventory of Programs and Services** (February 28, 2022): List of all the programs and services that the authority was providing at that time, and those that it intends to provide as of January 1, 2024. Summarized programs into Category 1, 2 and 3 and detailed how they were funded.

The Act outlines programs areas which have been categorized into three categories:

2.11.1 CATEGORY 1 – MANDATORY PROGRAMS AND SERVICES

Mandatory programs and Services (as outline in the Act)

21.1 (1) *An authority shall provide the following programs or services within its area of jurisdiction:*

1. *A program or service that meets any of the following descriptions and that has been prescribed by the regulations:*
 - i. *Programs and services related to the risk of natural hazards*
 - ii. *Programs and services related to the conservation and management of lands owned or controlled by the authority, including any interests in land registered on title.*

- iii. *Programs and services related to the authority's duties, functions and responsibilities as a source protection authority under the Clean Water Act, 2006.*
 - iv. *Programs and services related to the authority's duties, functions and responsibilities under an Act prescribed by the regulations.*
3. *A program or service, other than a program or service described in paragraph 1, that has been prescribed by the regulations on or before the first anniversary of the day prescribed under clause 40 (3) (i).*

Within the budget the Mandatory Programs and Services are categorized under each of the following categories:

- Risk of Natural Hazards
 - Floodplain Mapping
 - Technical Studies
 - Communications and Outreach
 - Flood Forecasting and Warning
 - Drought and Low Water Response
 - Ice Management
 - Infrastructure: Neebing-McIntyre Floodway
 - Infrastructure: Victor Street Erosion
 - Review of Proposal Under an Act
 - Plan Review Comments
 - Administering and Enforcing the Act (Section 28 Development Regulations)
- Conservation and Management of Lands
 - Conservation Areas
 - Administer Section 29 Regulations in Conservation Areas
 - Other owned land
- Source Protection
- Other Programs and Services
 - Water Quality and Quantity Monitoring: Provincial Groundwater Monitoring Network
 - Water Quality and Quantity Monitoring: Provincial Water Quality Monitoring Network
 - Watershed-based Resource Management Strategy (new mandated requirement due December 31, 2024)

2.11.2 CATEGORY 2 – NON-MANDATORY PROGRAMS AND SERVICES AT THE REQUEST OF A MUNICIPALITY

Municipal programs and services (as outlined in the Act)

21.1.1 (1) *An authority may provide within its area of jurisdiction municipal programs and services that the authority agrees to provide on behalf of a municipality situated in whole or in part within its area of jurisdiction under a memorandum of understanding or such other agreement as may be entered into with the municipality in respect of the programs and services.*

Within the budget Category 2 programs include:

- Mapping Service
 - GIS mapping service provide to Municipality of Oliver Paipoonge, Township of Dorion and the Lakehead Rural Planning Board, as a fee for service.
- Natural Heritage Planning Review
 - New proposed program that would provide natural heritage commenting on all planning applications within the City of Thunder Bay. Subject to approval by City Council.

2.11.3 CATEGORY 3 – NON-MANDATORY PROGRAMS AND SERVICES

Other programs and services (as outlined in the Act)

21.1.2 (1) *In addition to programs and services described in section 21.1 ad 21.1.1, an authority may provide, within its area of jurisdiction, any other programs and services that it determines are advisable to further the purposes of this Act.*

(2) *On and after the day prescribed by the regulations, if financing under section 25 or 27 by a participating municipality is necessary in order for the authority to provide such programs and service authorized to be provided under subsection (1), the program or service shall not be provided by the authority unless an agreement that meets the following criteria has been entered into between the authority and the participating municipality in respect of the program and service:*

1. *The agreement must provide for the participating municipality to pay to the authority,*
 - i. *An apportioned amount under section 25 in connection with a project related to the program or service, or*
 - ii. *An apportioned amount under section 27 in respect of the program or service.*

2. *The agreement must include provisions setting out on which the agreement terminates and a requirement that it be reviewed by the parties within the period specified in the regulations for the purpose of determining whether or not the agreement is to be renewed by the parties.*
3. *The agreement must meet such other requirements as may be prescribed by the regulations.*

Category 3 programs included in the budget include:

- Education
 - Environmental Education
 - Nature Interpretive Programming
- Stewardship
 - Superior Stewards
 - Tree Seedling
 - Private Land Stewardship
- Environmental Research
 - Low Impact Development Research with PhD Student

2.11.4 CORPORATE SERVICES

Corporate Services that apply to all program areas are considered an enabling service and is categorized as a separate budget category. They are considered to be applicable to all Member Municipalities and are part of the levy-all. Subservices within this category include:

- Corporate Services
 - Administration
 - Community Relations
 - Vehicle and Equipment Program
 - Information Technology Management
 - Corporate GIS

Currently the *Conservation Authorities Act* defines the following terms:

Administration costs: means salaries and travelling expenses of members and employees of an authority, office rent, maintenance and purchase of office equipment, expenses connected with exhibits, visual equipment and printed matter for educational purposes, all expenditures necessary for carrying out the objects of an authority other than capital expenses and maintenance costs of projects.

On July 1, 2023, the day named by proclamation of the Lieutenant Governor, the definition of administration costs is repealed, and the following definition will be added:

Operating expenses: include,

- a) salaries, per diems and travel expenses of employees and members of an authority,
- b) rent and other office costs,
- c) program expenses,
- d) costs that are related to the operation or maintenance of a project, but not including the project's capital costs, and
- e) such other costs as may be prescribed by regulation.

3 2023 BUDGET

The 2023 Budget document contains details for the Lakehead Region Conservation Authority's (LRCA) planned operations and capital activity. The Budget has been set at \$2,741,813 which includes a total levy of \$1,791,165 of which all Member Municipalities pay \$1,077,351 with the remainder being sole-benefitting levy to the City of Thunder Bay (\$713,814). The budget has a 2.35% levy-all increase compared to the 2022 approved budget.

BUDGETED REVENUE

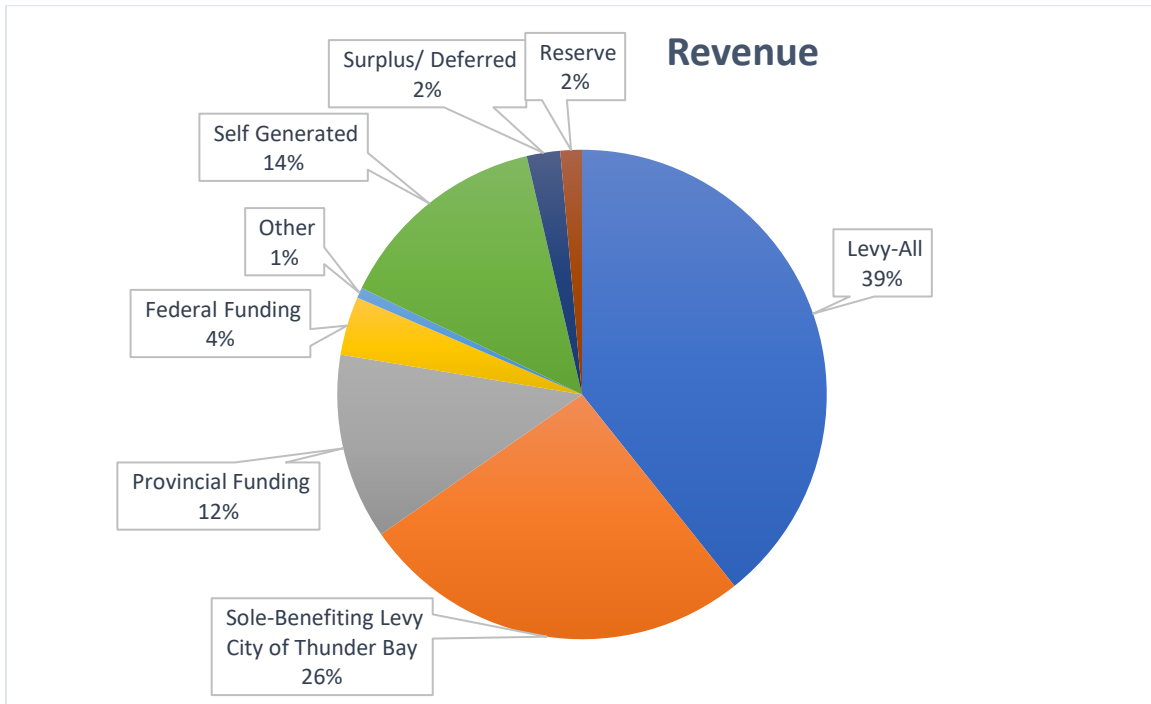
The LRCA draws revenue from a variety of sources:

- Municipal levies
- Provincial transfer payments (MNRF)
- Other Transfer Payments for specific purposes (i.e., Source Water Protection)
- User fees (i.e., parking fees, education programs, permit fees, etc.)
- Reserves and prior years deferred revenue
- Donations from the Lakehead Conservation Foundation
- Other miscellaneous sources of revenue (i.e., property rental, interest, etc.)
- Other funding sources (vary from year to year)

**See Section 2.3 – Sources of Funding for a detailed analysis*

Projected Revenues by category:

FIGURE 1: 2023 PROJECTED REVENUES



Significant revenue sources budgeted for 2023 include the following:

- \$1,077,351 – Levy-all
- \$713,814 – Levy – City of Thunder Bay (sole-benefitting)
- \$150,940 – MNRF Section 39 Provincial Transfer Payment
- \$40,000 – MNRF Shoreline Stewardship
- \$31,700– ECCC Floodway Corridor Wildlife Habitat
- \$12,955 – ECCC Mountdale Boat Launch
- \$15,500 – ECCC Waterfront Shoreline Restoration
- \$32,000 - ECCC Boulevard Lake Naturalization Project
- \$57,716 – MECP – Source Water Protection
- \$100,000 – Interest income

Other grants that the LRCA intends to apply for in 2023 include:

- TD Friends of the Environment (\$20,000)
- Canada Summer Jobs (\$10,566)

This budget has been prepared based on estimates of potential revenue from various funding sources, which will be dependent on successful funding applications. Some of the projects included in the budget will only be completed if grant funding is successfully

obtained. Additional applications for other programs may be completed as funding becomes available throughout the year.

CONSIDERATION OF OPPORTUNITIES TO RAISE AND USE SELF-GENERATED REVENUE

Per O. Reg. 402/22, Section 13(2)8, the budget must provide a description of what opportunities the authority considered to raise and use self-generated revenue to help finance the authority's operations, including the programs and services it provides.

Currently the LRCA's self generated revenue is derived from fee for service and user fees from the following sources:

- Interest
- Mapping Service (Category 2 program)
- Education programming fees (Category 3 program)
- Plan Input fees
- Section 28 Permit fees
- Lawyer Inquiry fees
- Explore Card sales
- Coin boxes for parking/day use fees at:
 - Mills Block Forest
 - Little Trout Bay
 - Cedar Falls
 - Hurkett Cove
 - Wishart Forest
 - Silver Harbour
 - Hazelwood Lake
- Pay and Display Units for parking fees at (enforced under City of Thunder Bay Parking By-Law)
 - Mission Island Marsh
 - Cascades
 - Silver Harbour (new as of 2023)

Due to the increased revenue generation from the installed pay and display units at Cascades and Mission Island Marsh, in 2023 in an effort to increase revenue generation at Silver Harbour Conservation Area, a pay and display unit will be installed to collect the \$5.00 Day Use fee, which will be enforced under the *Conservation Authorities Act*.

The Fee Schedule will be reviewed annually to determine the annual fee rates, as approved by the Board.

Increased revenue will be used to offset levy and reinvest in amenities provided at Conservation Areas.

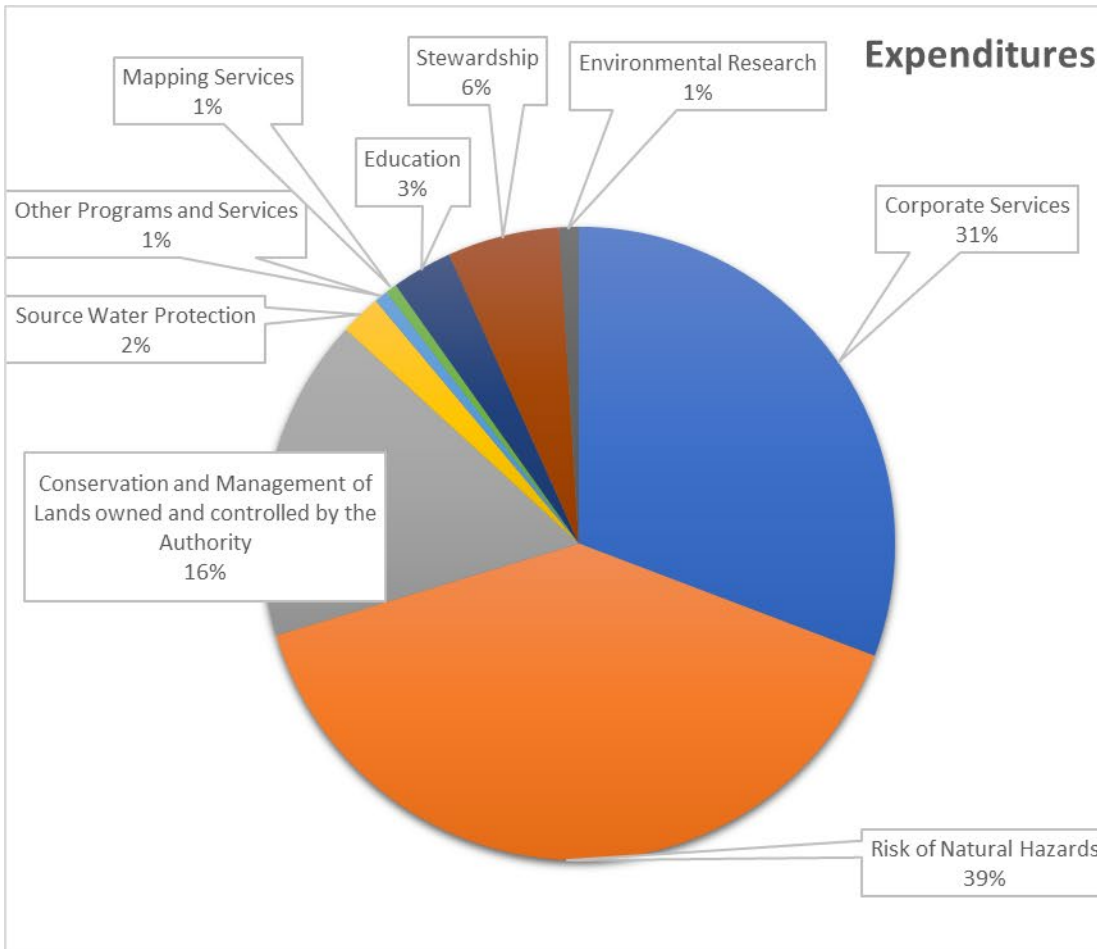
BUDGETED EXPENDITURES

The 2023 Budget is categorized into nine categories as listed below:

Projected Expenses by category include:

- 1) Corporate Services
- 2) Risk of Natural Hazards
- 3) Management, Operations and Maintenance of Authority Owned Lands
- 4) Drinking Water Source Protection
- 5) Other Programs and Services as described in Section 21.1(2) of the Act
- 6) Mapping Services
- 7) Education
- 8) Stewardship
- 9) Environmental Research

FIGURE 2: 2023 PROJECTED EXPENSES BY PROGRAM



3.1 CORPORATE SERVICES

Corporate Services include programs that apply to all programs and services and the general overall management of the organization.

ADMINISTRATION

Expenditures	\$624,086	
Annual	\$624,086	Travel and training (admin staff)
		Wages and benefits (admin staff)
		Insurance
		Professional fees, subscriptions, memberships
		Conservation Ontario levy
		Security monitoring
		Vehicle rental
		Board Member allowance (per diems, travel, meeting expenses)
		Audit fees
		Latonnell Conference
		Legal fees
		Bank fees
		Computer equipment and software
		Photocopying
		Postage
		Stationery and office supplies
		Utilities
		Annual Report
		Telephone
		Northern Ontario Safety Group
		Health and Safety Training
One-Time		
Revenue	\$624,086	
Grants	\$150,940	MNRF Section 39
Self-Generated	\$111,788	Interest Revenue \$100,000, DFO Inspections \$2,000, SWP Admin Fee \$8,375, Various Revenues \$1,413
Levy-All	\$340,458	
Prior Year Surplus	\$20,900	

COMMUNITY RELATIONS

Community Relations applies to all programs and includes: promoting the Authority; media relations; website; creation of publications (i.e., fact sheets, annual report, etc.) and other materials; and watershed-wide communication and promotion of LRCA and its programs to watershed residents, municipalities, and other agencies. Annually the LRCA produces a calendar, which is fully funded by paid advertising.

Expenditures	\$106,654	
Annual	\$106,654	Staff wages
		Vehicle rental
		Advertising
		Training
		Booth rentals
		Promotional items
		Website
		Calendar Expenses (\$6,000)
One-Time		
Revenue	\$106,654	
Grants		
Other	\$6,700	Other Revenue \$700, Calendar Revenue \$6,000
Levy-All	\$99,954	
Prior Year Surplus		

VEHICLE AND EQUIPMENT PROGRAM

The Vehicle and Equipment Program is utilized to internally charge LRCA programs vehicle related usage costs to self fund all vehicle and equipment costs, including replacement, in the form of a Reserve.

The following table illustrates the 2023 Vehicle and Equipment Program Budget for revenue and expenses, which shows the actual revenue and expenses for the previous three years. The projected surplus at the end of the financial year is to be transferred into the Replacement of Vehicle/Equipment Reserve.

Lakehead Region Conservation Authority 2023 Vehicle and Equipment Budget

	2023 BUDGET	2022 BUDGET	2021 BUDGET
Revenue:			
Vehicle rental recoveries	33,000.00	35,750.00	36,600.00
Equipment rental recoveries	3,000.00	3,000.00	3,000.00
	36,000.00	38,750.00	39,600.00
Expenses:			
Insurance	5,000.00	4,800.00	4,400.00
Vehicles:			
Repairs and maintenance	5,000.00	5,500.00	5,500.00
Annual safety check	900.00	900.00	900.00
Licenses	500.00	1,000.00	1,000.00
Fuel	9,000.00	7,800.00	7,775.00
Equipment:			
Fuel	2,300.00	1,500.00	1,400.00
Repairs and maintenance	3,500.00	3,000.00	2,000.00
Small Tools	500.00	500.00	500.00
	26,700.00	25,000.00	23,475.00
Transfer to V/E Reserve	9,300.00	13,750.00	16,125.00

Reserve for Vehicle/Equipment Replacement

Budgeted Purchases from Reserves:

Utility Trailer	3,000.00
Riding Lawn Mower	7,005.00
Walk behind Sickle Mower	5,537.00
Total	15,542.00

INFORMATION TECHNOLOGY MANAGEMENT

Information Technology Management is provided to all programs and services. It includes all hardware and software and is managed by the Information Systems Coordinator.

Expenditures	\$40,959	
Annual	\$40,959	Staff wages
		Accounting Software
		Adobe upgrades
		Bitdefender upgrade
		Office 365 upgrade
		Dalto Alto Cloud Backup
		Computer purchases
		Travel and Training
One-Time		
Revenue	\$40,959	
Grants		
Other		
Self-Generated		
Levy-All	\$40,959	
Prior Year Surplus		

CORPORATE GIS

Corporate GIS is provided to all programs and services. It includes the overall management of data and GIS software and is managed by the Information Systems Coordinator.

Expenditures	\$25,780	
Annual	\$25,780	Staff wages
		ESRI Software
		Hardware
One-Time		
Revenue	\$25,780	
Grants		
Other		
Self-Generated		
Levy-All	\$25,780	
Prior Year Surplus		

3.2 CATEGORY 1: MANDATORY PROGRAMS AND SERVICES

Two summer students will be hired in 2022 for 16 weeks including: a Water Resources Technologist Assistant and a Civil Technician.

The Water Resources Technologist Assistant will assist the GIS/Water Resources Technologist and Development Regulations Officer with the following program areas:

- PGMN
- PWQMN
- Bathing Beach Sampling
- Filing and data management.

The Civil Technician will continue with the Culvert Analysis Project that was initiated in 2021 in the Municipality of Neebing. In rural areas within the LRCA's Area of Jurisdiction, where there is no completed floodplain mapping, the civil technician using available tools such as the Ontario Flow Assessment Tool and culvert sizing estimating methods will assess existing water crossings and their capacity to provide access and egress during various return period flood events. Data for the project will be compiled from existing Asset Management data compiled by the respective Township/Municipality. This information will be compiled into a report(s) categorized by Township/Municipality, summarizing the findings including identifying features that may impact access and egress (i.e., undersized culverts, dead end roads, etc.) and the location of critical infrastructure such as schools, etc. This information will be used by the LRCA when commenting on Planning Applications and Permit Applications; will be provided to the respective Township/Municipality for use in asset management (i.e., prioritize the replacement of water crossings that do not provide access and egress) and emergency planning (i.e. emergency access routes, etc.). It is anticipated that the work within the Municipality of Neebing will continued in 2023, after which the next Township/Municipality report will be started.

3.2.1 RISK OF NATURAL HAZARDS

Mandatory Programs and Services related to the risk of natural hazards.

FLOODPLAIN MAPPING

The Regulatory Floodplain is the approved standard used in a particular watershed to define the limit of the flood plain for regulatory purposes. Adaptive watershed management requires a preventative and proactive approach to address the potential impacts of urbanization and climate change.

The Authority completed various floodplain mapping studies, which are currently used during the administration of the Regulations and for Plan Input and Review purposes. When the studies were completed, partial funding was provided under a variety of government funding programs. The studies were completed between 1979 and 1985, with McVicar Creek updated in 1995.

In recent years, utilizing National Disaster Mitigation Funding, updates to floodplain mapping studies were completed including:

- McIntyre River (2015),
- Neebing River (2018),
- McVicar Creek (2019),
- Kam River (2020),
- Pennock Creek, (2020),
- Mosquito Creek, (2020).

Completed studies are shared with applicable Member Municipalities for use by the engineering departments, for asset management and to be incorporated into their Official Plan and Zoning By-Law.

It is important for the recently updated Watershed hydraulic models to be updated regularly to reflect newly installed/modified infrastructure, such as culverts and bridges, and other changes that are proposed or permitted through the regulations process. Protocols for updating the hydraulic model are needed to ensure that updates are performed efficiently and on a regular schedule with clear communication between the LRCA, Municipality and the Consultant updating the models. A Consultant has been hired to complete the updates to the models. Any changes to the watersheds allowed through the regulation process, or otherwise identified, will be tracked by LRCA and sent to the Consultant. As the anticipated updates will occur within the City of Thunder Bay, the costs will be part of a sole-benefitting levy to the City of Thunder Bay.

Expenditures	\$45,980	
Annual	\$45,980	Maintenance of current models and annual updates to existing models
Revenue	\$45,980	
Grants		
Other		
Levy-Sole Benefitting City of Thunder Bay	\$45,980	
Prior Year Surplus		

TECHNICAL STUDIES

Studies, mapping and data collection to understand the risks related to natural hazards including how those risks might be affected by climate change. Development of plans and policies to support the delivery of programs.

Expenditures	\$2,143	
Annual	\$2,143	Staff wages
Revenue		
Grants		
Levy-All	\$2,143	
Prior Year Surplus		

COMMUNICATIONS AND OUTREACH

Promoting public awareness of natural hazards including flooding, drought and erosion including: public events and materials; social media services; website; and media relations.

In 2023, the Authority will purchase an augmented reality table to enhance the learning experience. The augmented reality table is an interactive teaching tool designed to show in real-time the affect of rainfall events. The table utilizes a projector, a special camera, and a computer with a high-performance graphics card. The sand in the table can be physically manipulated to simulate topographical features; the camera scans the contours of the sand and projects a corresponding digital contour map onto the surface. Shadows cast by hands over top of the sand then cause “rainfall events” which can then simulate flooding, lakes, rivers, and watersheds. Additionally, the ability to have accurate topographical plates of the Neebing-McIntyre Floodway 3D printed can be utilized to simulate the operations of the Floodway. This technology was first observed by staff at the Conservation Areas Workshop. Lakehead University, who would be hired to design and build the table for the LRCA, has brought their table to the Lakehead Children’s Water Festival. This table will be utilized as an interactive teaching tool for communicating to the public the effects of stormwater, how watersheds work, and how the LRCA helps protect people and property from the natural hazard of flooding.

Expenditures	\$15,216	
Annual	\$10,216	Staff wages
		Clothing Allowance
One-Time	\$5,000	Augmented Reality table
Revenue		
Grants		
Levy-All	\$15,216	
Prior Year Surplus		

FLOOD FORECASTING AND WARNING

This includes procedures undertaken by the LRCA required to reduce this risk of loss of life and property damage due to flooding through the forecasting of flood events and the issuing of flood messaging (i.e., Watershed Conditions Statements, Flood Watch and Flood Warnings) to prepare those who must respond to the flood event. Additionally, this includes development and implementation of a comprehensive system developed to guide and implement Flood Forecasting and Warning activities, to effectively manage flood control structures and to provide guidance during the response to a flood.

Annual measures include:

- Operation and maintenance of stream flow gauges and precipitation gauges
- Snow surveys
- Spring Melt Meeting with Member Municipalities and applicable agencies
- Maintaining Flood Forecasting and Warning System Manual
- Monitor weather conditions 365 days per year
- Issuance of Flood Messaging as warranted
- Attend the annual Provincial Flood Forecasting Workshop
- Collect streamflow and precipitation data (partnership with Water Survey of Canada)
- Facilitate the CoCoRaHS program (volunteer-based precipitation monitoring program)
- Participate in Ontario Power Generation’s Kaministiquia River Dam Safety Emergency Preparedness and Response Plan
- Post flood event meetings and reports

Expenditures	\$45,679	
Annual	\$45,679	Staff wages
		Vehicle rental
		Materials and supplies
		Insurance
		Staff training (Flood Forecasting workshop, WISKI training)
		WISKI software annual maintenance fees
		Computer and office equipment, network repairs
		Boot Allowance
		Clothing Allowance
One-Time		
Revenue	\$45,679	
Grants		
Other		

Levy-All	\$45,679	
Prior Year Surplus		

DROUGHT AND LOW WATER RESPONSE

In conjunction with the MNRF, the Authority administers the Ontario Low Water Response program within the LRCA area of jurisdiction, which is a response plan to minimize the effects of drought. The program includes condition monitoring and analysis and technical support to the Water Response Team representing major water users and decision makers who recommend drought response actions.

Expenditures	\$3,941	
Annual	\$3,941	Staff wages
		Materials and equipment
Revenue	\$3,941	
Grants		
Other		
Levy-All	\$3,941	
Prior Year Surplus		

ICE MANAGEMENT

Ice Management is a new program area, as outlined as a mandatory program. The program will be developed in 2023. The program will involve inspecting ice issue areas, identifying risks and support for any required mitigation. Prior to December 31, 2024, an Ice Management Plan is mandated to be developed.

Expenditures	\$7,809	
Annual	\$7,809	Staff Wages
Revenue		
Grants		
Other		
Levy-All	\$7,809	
Prior Year Surplus		

INFRASTRUCTURE: NEEBING-MCINTYRE FLOODWAY

OPERATING

This category includes costs associated with the operation and minor maintenance of flood control structures, the primary purpose of which is to provide protection to life and property. This includes all costs related to the Neebing-McIntyre Floodway. Overall, flood control services provide watershed residents with an effective and efficient system that will reduce their exposure to the threat of flood damages and loss of life.

Expenditures	\$173,141	
Annual	\$173,141	Annual structural inspections of Neebing Weir and Diversion Structure
		Floodway water level monitoring
		Minor maintenance (tree removal, minor repairs, etc.)
		Hiring of two summer students (14 weeks) to complete Floodway maintenance
		Staff wages
		Vehicle rental
		Materials and supplies
		Insurance
		Property Taxes
One-Time		
Revenue	\$173,141	
Grants		
Other		
Self-Generated	\$500	CLE Land Rental
Levy Sole-Benefiting City of Thunder Bay	\$172,641	
Prior Year Surplus		

CAPITAL

This category includes costs associated with the capital and major maintenance of flood control structures, the primary purpose of which is to provide protection to life and property. This includes all costs related to the Neebing-McIntyre Floodway. Overall, flood control services provide watershed residents with an effective and efficient system that will reduce their exposure to the threat of flood damages and loss of life.

The Floodway has provided 39 years of continuous operation since completion in 1984. In 2023, a consultant will be hired to update the Neebing-McIntyre Floodway Integrity Study, which is updated every 10 years. The study will be a comprehensive review of the original design assumptions versus the actual observed and predicted performance. The schedule of long-range maintenance will be reviewed as part of the study and will be used to confirm future required funds to maintain the integrity of the Floodway.

Expenditures	\$506,377	
Annual	\$356,377	Annual Levy to deferred for future use
One Time	\$150,000	Floodway Integrity Study
Revenue	\$506,377	
Grants	\$75,000	WECI will be applied to for 50% of the cost of the study. If not successful, the full cost will be funded by current year levy.
Other		
Levy-Sole-Benefiting City of Thunder Bay	\$431,377	A constant amount is levied annually, with funds not needed in the given year placed in a deferred fund for future years in order to avoid the highs and lows when major maintenance is required. LRCA staff maintains a timeline for major maintenance required on the Floodway, which is used to calculate required future funds needed in order to provide a consistent and manageable annual levy to the City of Thunder Bay. As the Floodway is an essential part of mitigating the risk to life and property, the LRCA must guarantee funds are available to ensure the integrity of the Floodway is maintained.

Some of the larger (over \$100,000) major maintenance expected to be required in the next 10 years include:

- 2023 – Integrity Study (completed every 10 years)
- 2024 – Diversion Channel Dredging
- 2025 - Dredging Island Drive to CPR Bridge
- 2028 – Dredging Balmoral Sediment Trap
- 2031 – Dredging Island Drive to Lake

The 2023 Integrity Study will review current estimated maintenance dates and costs that will inform future budgets.

Major maintenance projects are eligible for Provincial Transfer Payment Water and Erosion Control Infrastructure (WECI) funding which the LRCA applies for the year the work is undertaken; however, the allocation of WEIC funds varies year-to-year and is not guaranteed year-to-year; therefore, total costs of major maintenance are used in determining required future funds. Any additional funding obtained through WEIC will result in the levy being carried forward for future year’s projects and adjusting the long-

term projections accordingly. The future of the WECl program is unknown due to the change in Ministry oversight of Conservation Authorities, and the change in government.

INFRASTRUCTURE: VICTOR STREET EROSION

OPERATING

This category includes costs associated with the minor maintenance of erosion control structures on Victor Street and protection of City infrastructure along Kam Riverbank. The primary purpose of which is to provide protection to life and property. Overall, erosion control services reduce watershed resident’s exposure to the threat of property damages and loss of life.

Expenditures	\$20,358	
Annual	\$20,358	Victor Street soil nailing, slope inspection (2x/year) Staff wages
One-Time		
Revenue	\$20,358	
Grants		
Self-Generated		
Levy Sole-Benefiting City of Thunder Bay	\$20,358	
Levy-All		
Prior Year Surplus		

CAPTIAL

This category includes costs associated with the capital and major maintenance of erosion on Victor Street, the primary purpose of which is to provide protection to life and property. Overall, erosion control services reduce watershed resident’s exposure to the threat of property damages and loss of life. The main erosion control structure is the soil nailing completed along Victor Street on City of Thunder Bay land to protect Victor Street and the adjacent infrastructure.

In 2019 the Kaministiquia River Erosion Sites Inventory Report was completed which delineated the 100-year erosion rate along the Kaministiquia River within the City of Thunder Bay. Within the report, it was identified that Victor Street was within the 100-year erosion hazard, based on the completed methodology. A detailed analysis of the area was recommended to look at the risk to Victor Street and adjacent infrastructure, including long-term recommendations related to access and egress to the area. This study was completed in 2020; recommendations will be incorporated into future budgets in consultation with City of Thunder Bay Engineering.

Expenditures	\$43,458	
Annual	\$43,458	Amount to be deferred for future use.
One Time		
Revenue	\$43,458	
Grants		
Levy Sole-Benefiting City of Thunder Bay	\$43,458	
Levy-All		
Prior Year Surplus		

REVIEW OF PROPOSALS UNDER AN ACT

As a mandatory program, staff will provide input to the review and approval processes under other applicable law (i.e., *Aggregate Resources Act, Drainage Act, Environmental Assessment Act, etc.*) with comments principally related to natural hazards, wetlands, watercourses and Section 28 permit requirements.

Expenditures	\$2,765	
Annual	\$2,765	Staff wages
Revenue		
Grants		
Other		
Levy-All	\$2,765	
Prior Year Surplus		

PLAN REVIEW COMMENTS

Conservation Authorities are delegated the responsibility from MNRF to comment on all *Planning Act* applications processed by their Member Municipalities as to the applications adherence to Section 3.1 of the Provincial Policy Statement (i.e., natural hazards).

This category includes reviewing comprehensive updates to Member Municipality Official Plans and Zoning By-laws; site specific amendments to Official Plans and Zoning By-laws; subdivision applications; site plan control; consent applications; minor variances, etc. It is noted that the LRCA does not have any additional agreements with any of its Member Municipalities for the review of natural heritage. Comprehensive Official Plan and Zoning By-Law reviews are eligible for Section 39 Transfer Payment; however, due to the province under funding core mandate programming, no transfer payment is allocated for this mandated review.

Effective January 1, 2021, the LRCA began charging a Fee for Service for all Plan Review comments. The generated revenue will be used to reduce levy required to administer this delegated program. A few years of revenue will be required to fully predict future years generated revenue, which will fluctuate annually depending on the volume of *Planning Act* applications received by our Member Municipalities.

Expenditures	\$86,392	
Annual	\$86,392	Staff wages Training Legal Fees
One time		
Revenue	\$86,392	
Other	\$40,783	Canada Summer Jobs \$5,283, Planning Fees Revenue \$35,500,
Levy-All	\$45,609	
Prior Year Surplus		

***ADMINISTERING AND ENFORCING THE ACT (SECTION 28
DEVELOPMENT REGULATIONS)***

The Development Regulations category includes the costs and revenues associated with administering Ontario Regulation 180/06: Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation under the *Conservation Authorities Act*, which includes: permit application review, inspections, permit issuance, enforcement and follow-up. Also, which may include defending appeals and conducting Hearings.

Expenditures	\$137,709	
Annual	\$137,709	Staff wages Training and travel Legal Fees Engineering Support Provincial Offences Officer supplies Professional Fees
One-Time		
Revenue	\$137,709	
Self-Generated	\$ 30,283	Lawyer property inquiries \$4,000, Development Regulation Permit fees \$21,000, Canada Summer Jobs \$5,283
Levy-All	\$107,426	
Other		
Prior Year Surplus		

3.2.2 CONSERVATION AND MANAGEMENT OF LANDS OWNED AND CONTROLLED BY THE LRCA

Programs and services related to the conservation and management of lands owned or controlled by the authority.

CONSERVATION AREAS

OPERATING

This includes all expenses and revenue associated operation and minor maintenance of land owned and/or managed by the Authority. In total, the LRCA owns 2,600 hectares of land, including Conservation Areas, administrative office lands, flood and erosion prone land and conservation lands.

The Conservation Areas provide an opportunity for the watershed residents for semi-passive activities such as hiking, nature appreciation, photography, fishing, etc. Of the eight Conservation Areas, five provide access to Lake Superior with three being adjacent to Provincially Significant wetlands. Comments on planning applications near Conservation Areas will be provided by the LRCA.

The Bathing Beach monitoring program will continue at Hazelwood Lake and Mission Island Marsh Conservation Areas, which monitors *E. coli* levels in conjunction with the Thunder Bay District Health Unit. Additionally, cyanobacteria (blue-green algae) monitoring will continue in 2023. The confirmed presence of cyanobacteria (Microcystins) within the conservation areas in 2022, specifically Mission Island Marsh and Hazelwood Lake, has warranted a second year of data collection. Continued testing will solidify LRCA's understanding of cyanobacteria within selected Conservation Areas, while protecting visitors and their pets from Harmful Algal Blooms (HABS). Further, the study will contribute to a greater understanding of how cyanobacteria are influencing the Lakehead Watershed. Continued testing will involve the use of Eurofin's Algal Toxin (Microcystins) Test Strip Kit for Recreational Water and continued Microscopy Work provided by Blue-Green Labs.

In 2023, staff will continue working on the mandatory Conservation Area Strategy (due December 31, 2024).

In 2021, pay stations were added to Mission Marsh and Cascades Conservation Areas in order to increase generated revenue. The first full year of having pay stations at Mission Marsh and Cascades Conservation Areas has resulted in a significant increase in revenue at the respective Conservation Areas. This increase in revenue is anticipated to continue in the years ahead. This has prompted the Authority to add a pay station at Silver Harbour

Conservation Area in the 2023 budget in order to increase revenue generation at the Conservation Area.

Expenditures	\$288,171	
Annual	\$288,171	Staff wages
		Clothing allowance
		On-going maintenance
		Garbage removal
		Sanding/salting of parking areas
		Outhouse rentals
		Property Taxes
		Credit Card usage fees
One-Time	\$20,000	Pay Station installation at Silver Harbour Conservation Area
Transfer to Reserve		
Revenue	\$288,171	
Deferred	\$36,000	
Other		
Levy-All	\$174,331	
Self-Generated	\$77,840	Explorer Cards, Pay-Station, Coin Box Revenue
Prior Year Surplus		

CAPITAL

This fund is used for major maintenance and capital investment at the Conservation Areas. In 2021, KGS Group updated the LRCA's Asset Management Plan (AMP), which assessed the current condition, annual maintenance and major repairs required to the Authority's assets. LRCA staff have analyzed the AMP and prepared a long-term schedule of capital repairs, which has been used to provide a consistent and manageable annual levy. It was identified in the AMP that there are some major repairs required to ensure the integrity and safety at our Conservation Areas. In addition, other major capital requirements were identified to be completed in the near future to avoid conditions deteriorating.

Minor repairs as outlined in the AMP will occur in 2023, along with the installation of a new floating dock with kayak launch at Hazelwood Lake Conservation Area at the causeway lake access point. This new amenity will make it easier for the public to launch their boats.

Expenditures	\$61,800	
Annual		
One-Time	\$33,850	Hurkett Pavilion Roof Repair (\$6,200)
		Hazelwood Garage Replace Soffit and Fascia (\$2,000)
		Little Trout Bay Pavilion repairs (\$2,500)
		Little Trout Bay Dock repairs (\$12,450)
		Hazelwood Lake Dock/Kayak Launch installation at causeway (\$10,700)
Transfer to Reserve	\$27,950	Hazelwood Lake Dam Reserve (\$20,000), Conservation Area Capital (\$7,950)
Revenue	\$61,800	
Grants		
Other		
Levy-All	\$61,800	
Transfer from Reserve		

ADMINISTER SECTION 29 REGULATIONS IN CONSERVATION AREAS

Enforcement and compliance in Conservation Areas, related to Conservation Areas Regulations and Parking by-law enforcement in the City of Thunder Bay.

Expenditures	\$9,622	
Annual	\$9,622	Staff wages
		Enforcement Supplies
One-Time		
Revenue	\$9,622	
Grants		
Other		
Levy-All	\$9,622	
Self-Generated		
Prior Year Surplus		

OTHER OWNED LAND

Operation and minor maintenance in other Conservation Authority owned land (i.e. forest management properties, floodplain lands, etc.). In 2023, staff will work on completing the mandatory Land Inventory (due December 31, 2024).

The Authority owns and maintains three Forest Management properties (William's Forest, Mills Block Forest and Wishart Forest) and has Forest Management Plans on 10

property holdings, which guide the management of the areas as well as reduce property taxes through the Managed Forest Tax Incentive Program administered by MNRF.

The Forest Management Reserve is used for activities related to the forest management properties, including maintaining Forest Management Plans and for promoting greening activities. The Reserve is maintained from previous year’s revenue for future purchases of forest management properties and forest management related expenditures.

In 2023, some harvesting may be undertaken in William’s and/or Wishart Forest, subject to contractor availability and market conditions.

Expenditures	\$40,584	
Annual	\$40,584	Wages (\$9,484)
		Property taxes (Williams, Wishart, Mills Block Forests and other pro, Office Building, other lands
		Routine Maintenance (\$6,000)
One-Time		
Revenue	\$40,584	
Grants		
Other		
Levy-All	\$40,584	
Self-Generated		
Prior Year Surplus		

OFFICE CAPITAL AND OPERATING

This fund is used for long-term capital repairs of the LRCA Administration Facility. In 2021, the Authority updated the Asset Management Plan (AMP) that provides guidance on the long-term maintenance and major capital repairs to maintain the integrity and safety of the building. The AMP was used to plan upgrades and repairs over the next five years. As a result, LRCA staff have completed a long-term plan for the timing of significant repairs, which is used to provide a consistent and manageable annual levy. This levy does not include any additional capital plans; it is only to maintain the building in its current condition.

Expenditures	\$55,000	
Annual	\$ 15,000	Maintenance of grounds, buildings, and equipment
		Emergency repairs as needed
One Time	\$40,000	Replace man door garage (\$2,500), Repoint and parging building (\$12,500), update domestic water pipes (\$12,500), exterior

		stairs/handrails/ramp, LED sign, backflow valve connection (\$12,500)
Revenue	\$55,000	
Grants		
Other		
Levy-All	\$35,000	
Transfer from Reserve	\$20,000	

Per the 2021 AMP, some of outstanding larger projects that are expected to be completed include:

- Short-Term (1-5 years):
 - Replace heating pumps
 - Air Conditioner units for Board and Multipurpose room
 - Exhaust Fans replaced
 - Plumbing – insulate piping throughout building
 - Repointing brick siding for damaged areas
 - Replace foundation on front signage
 - Plumbing fixtures
- Mid-Term (5-10 years):
 - Replace windows and parging
 - Hot water heater
 - Radiators and unit heater replacement
 - A/C and thermostat control replacement
 - Replace unit ventilators at end of life
 - Replace A/C heads and outdoor condensing units
 - Flooring
 - Major heating repairs (piping and boiler)
- Long-term (10-20 years):
 - Exterior doors and handrails
 - Eaves trough and downspouts
 - Parking lot replacement
 - Patio stone area
 - Shingles and roof repairs
 - Detached Garage Replacement
 - Refrigerant Piping for Cooling Units

3.2.3 SOURCE WATER PROTECTION

This category refers to programs and services related to the Authority's duties, functions and responsibilities as a Source Protection Authority under the *Clean Water Act, 2006*.

The Source Water Protection program commenced in 2005 with 100% funding provided from the MECP with the goal of completion of Source Protection Plans for municipal

drinking water systems. Within the Lakehead Watershed, there are only two municipal drinking water systems: City of Thunder Bay Bare Point Water Treatment Plant and the Municipality of Oliver Paipoonge Rosslyn Village Drinking Water System.

The Lakehead Source Protection Plan was approved on January 16, 2013, with an effective date of October 1, 2013. The Source Protection Plan contains a series of policies developed by the Source Protection Committee in consultation with the local community to protect municipal drinking water sources from existing and future drinking water threats. The Plan describes the actions that must be taken by various implementing bodies to protect surface water and groundwater sources that supply municipal drinking water.

The affected municipalities are responsible to implement the Source Protection Plans and must adhere to the policies including providing annual reports to the Source Protection Authority (i.e. LRCA Board). The Source Protection Authority is then required to assess the municipal annual reports and report annually to the MECP.

The current Agreement, which provided funding for two years between the LRCA and MECP will expire on March 31, 2024. It provides funding for administration and 0.5 FTE salary and benefits. The Source Protection Authority (i.e. LRCA Board) is responsible for maintenance of the Source Protection Committee, submission of Annual Reports to MECP, maintenance and retention of data and files (i.e. 15-year retention requirement) related to this program, which began in 2005. There is an expectation by MECP that each Source Protection Authority maintain qualified staff to ensure that the Plan remains current.

Expenditures	\$57,716	
Annual	\$57,716	Staff wages (0.2 FTE Watershed Manager, 0.2 FTE Information Systems Coordinator, 0.1 FTE Administrative Assistant)
		Travel and per diem expenses to attend Chair's meetings
		Source Protection Committee (member per diems, room rental, agenda costs)
		Administration Fee
One-Time		
Revenue	\$57,716	
Grants	\$57,716	MECP Transfer Payment
Other		
Levy-All		
Prior Year Surplus		

3.2.4 OTHER PROGRAMS AND SERVICES

PROVINCIAL GROUNDWATER MONITORING NETWORK (PGMN)

The Authority in partnership with the MECP participates in the Provincial Groundwater Monitoring Program (PGMN).in which LRCA monitors eight groundwater monitoring wells. LRCA staff collect samples and submit them to the MECP laboratory for analysis. Laboratory costs and sample shipping costs are paid by the MECP. The data not only provides data for the LRCA area of jurisdiction, but it is also the only sampling completed in northern Ontario.

Expenditures	\$8,106	
Annual	\$8,106	Vehicle rental
		Wages
		Materials and equipment
One-Time		
Revenue	\$8,106	
Grants		
Other		
Levy-All	\$8,106	
Prior Year Surplus		

PROVINCIAL WATER QUALITY MONITORING NETWORK (PWQMN)

The Authority in partnership with the MECP participates in the Provincial Water Quality Monitoring Network (PWQMN) program, in which LRCA monitors six surface water locations. LRCA staff collect samples and submit them to the MECP laboratory for analysis. Laboratory costs and sample shipping costs are paid by the MECP. The data not only provides data for the LRCA area of jurisdiction, but it is also the only sampling completed in northern Ontario.

Expenditures	\$7,987	
Annual	\$7,987	Vehicle rental
		Wages
		Materials and equipment
One-Time		
Revenue	\$7,987	
Grants		
Other		
Levy-All	\$7,987	
Prior Year Surplus		

WATERSHED BASED RESOURCE MANAGEMENT STRATEGY

Prior to December 31, 2024, Conservation Authorities are mandated to develop a Watershed Based Resource Management Strategy. The Strategy will develop guiding principles and objectives that inform the design and delivery of programs and services the CA is required to provide; collate/compile existing resource management plans, watershed plans, studies and data; strategy development, implementation; and annual reporting. A review of programs and services provide for the purposes of compliance with the regulations and Section 21.1 of the *Conservation Authorities Act*. Also, it will develop a process for periodic review including procedures to engage/consult with stakeholders and the public. Strategy development must include a stakeholder and public consultation component and be made available to the public.

Developing guiding principles and objectives that inform the design and delivery of programs and services the CA is required to provide. Collate/compile existing resource management plans, watershed plans, studies and data. Strategy development, implementation and annual reporting. A review of programs and services provide for the purposes of compliance with the regulations and Seciton 21.1 of the CA Act. Develop process for periodic review including procedures to engage/consult with stakeholders and the public. Strategy development must include a stakeholder and public consultation component. Make available to the public.

Expenditures	\$3,183	
Annual	\$3,183	Wages (Environmental Planner)
One-Time		
Revenue		
Grants		
Other		
Levy-All	\$3,183	
Prior Year Surplus		

3.3 CATEGORY 2: NON-MANDATORY PROGRAMS AT THE REQUEST OF A MUNICIPALITY

MAPPING SERVICE

The LRCA offers for a fee, a mapping service to our Member Municipalities who choose to participate. LRCA staff maintain the hardware and software required to provide a web-based mapping service that provides mapping capabilities to its users. Additionally, maps are created are updated, by request for a Member Municipality (i.e. Official Plan/Zoning By-Law Comprehensive Updates, etc.). Revenue from this service is used to maintain equipment and supplies related to GIS.

Expenditures	\$16,000	
Annual	\$16,000	Staff Wages Portion of ESRI License Plotter and computer expense
One-Time		
Revenue	\$16,000	
Grants		
Other	\$16,000	Oliver Paipoonge \$12,350, Dorion \$650, Lakehead Rural Planning Board \$3,000, other \$188
Levy-All		

3.4 CATEGORY 3: NON-MANDATORY PROGRAMS

3.4.1 EDUCATION

ENVIRONMENTAL EDUCATION

The Environmental Education program provides curriculum-based educational presentations and field trips to Conservation Areas and within school classrooms. The non-mandatory (i.e., not related to the risk of natural hazards) education program is operated with 100% other funding (no levy). The program covers a wide array of topics including watersheds, various natural heritage, and natural science topics such as birds, trees, aquatics invertebrates, and other topics, many of which are tied directly to Ontario Ministry of Education curriculum expectations. As a private landowner, the LRCA is uniquely positioned to provide meaningful, impactful outdoor education programming utilizing Conservation Areas as “living classrooms”. Watershed stewardship best practices and fostering a sense of wonder and appreciation for the natural world is the goal of the education program, as the best way to inspire people to care about the natural world and the environment is to give them meaningful educational and recreational experiences.

It is anticipated that normal fundraising efforts will be fully implemented in 2023 after having to cancel many fundraising events due to COVID-19. Staff will also continue to seek out other streams of revenue for this program.

Expenditures	\$38,831	
Annual	\$38,831	Education Coordinator position (39 weeks) Vehicle rental Educational expenses (guest speakers, supplies, safety items, etc.)
One-Time		

Revenue	\$38,831	
Grants	\$6,700	OPG Donation (\$6,700)
Self-Generated	\$32,131	Various fundraising (\$25,000), School Program Fees (\$5,131), Living Classroom Donations (\$2,000)
Levy-All		
Prior Year Surplus		

NATURE INTERPRETIVE PROGRAMMING

Event programming development and execution on LRCA owned. Programs/events within Conservation Areas vary year to year; however, the Dorion Bird Festival is held annually at Hurkett Cove Conservation Area.

Expenditures	\$46,798	
Annual	46,798	Staff Wages
		Hazelwood Lake Family Fun Day
		Fall Water viewing day
		Silver Harbour day
		TD programming
		Dorion Bird Festival
One-Time		
Revenue	\$46,798	
Grants	\$43,100	TD Friends of the Environment, (\$20,000), OPG (\$10,100), TC Energy (\$13,000)
Self-Generated		
Levy-All		
Prior Year Surplus	\$3,698	

3.4.2 STEWARDSHIP

The objective of the stewardship program is to promote and encourage landowners to become stewards of their own land. Programs enable private landowners to restore their riparian and shoreline lands; plant trees on private land; and facilitate stewardship projects on LRCA/municipally owned lands to implement restoration and naturalization of on-the-ground projects. Projects vary year to year depending on funding and need in the watershed. Stewardship projects are funded from various provincial and federal funding sources. No levy is used for the Stewardship Program.

SUPERIOR STEWARDS PROGRAM

In 2023, the Watershed Stewardship Technician will continue to implement the LRCA’s Shoreline Protection Program (Superior Stewards), which focuses on rehabilitating shoreline and riparian zones on private property within the Thunder Bay Area of Concern. The program provides landowners with a shoreline assessment, educational materials, individualized planting plans, up to 100 plants, and planting implementation support. Planting native vegetation enhances shoreline and riparian zones, rehabilitates, and maintains healthy shoreline habitat, provides erosion protection, and improves water quality. The objective of the Superior Stewards program is to raise landowner awareness of riparian and shoreline stewardship principles and implement restoration and naturalization of on-the-ground projects. The restoration projects range from terrestrial/aquatic plantings, invasive plant species removal, green infrastructure techniques, species-at-risk habitat enhancement/protection, general habitat enhancement, and/or pollinator habitat creation.

Expenditures	\$40,000	
Annual	\$40,000	Staff Wages \$18,042 Materials \$21,958
One-Time		
Revenue	\$ 40,000	
Grants	\$40,000	MNRF Transfer Payment – Wetland and Shoreline Protection within the Thunder Bay AOC
Other		
Levy-All		
Prior Year Surplus		

TREE SEEDLING PROGRAM

In partnership with Hill’s Greenhouse, the LRCA administers a Tree Seedling Program, which provides the opportunity for the public to purchase locally grown tree seedlings to plant in the watershed. As of 2021, over 151,000 trees have been accessed through the program. Wages for this program are funded by past generated revenue from harvesting on LRCA owned land.

Expenditures	\$9,431	
Annual	\$9,431	Staff wages Purchase Tree Seedlings (\$6,000)
Revenue	\$9,431	
Grants		

Self-Generated	\$6,000	Tree Seedling Sales
Levy-All		
Reserve	\$3,431	Forest Management Reserve

PRIVATE LAND STEWARDSHIP

In order to promote stewardship on LRCA/municipally owned lands, staff apply for funding for a variety of projects annually. The following restoration projects are planned in 2023:

- In partnership with the City of Thunder Bay, the Coastal Wetland Rehabilitation Project at Fisherman’s Park West involves the development and implementation of a new coastal wetland in the southern area of the park along the shoreline of Lake Superior. The goal of the project is to enhance aquatic habitat within the existing coastal wetland.
- In partnership with the City of Thunder Bay, the Riparian Habitat Restoration Project at the Mountdale Boat Launch will be continued in 2023. The project aims to restore the riparian habitat along the Kaministiquia River by eradicating invasive and planting native species and implementing green infrastructure to reduce impacts from stormwater runoff and bank erosion.
- The Floodway Corridor Wildlife Habitat Restoration Project will be continued in 2023 and involves the remediation of three sites on LRCA owned lands along the Neebing-McIntyre Floodway corridor. The project aims to enhance riparian habitat by planting native vegetation and managing invasive species through volunteer clean-up and planting events.
- In partnership with the City of Thunder Bay, the Boulevard Lake Naturalization Project is a three-year project that involves introducing an expanded vegetated buffer zone along the Boulevard Lake shoreline at the new playground, as well as incorporating low impact development techniques. The project will include youth and community education opportunities related to the importance of fresh water.

Expenditures	\$108,595	
Annual	\$108,595	Staff Wages \$31,505 Materials \$77,090
One-Time		
Revenue	\$108,595	
Grants	\$31,900	Coastal Wetland Rehabilitation at Fisherman’s Park West

	\$12,995	ECCC Great Lakes Protection Initiative – Riparian Habitat Restoration at Mountdale Boat Launch
	\$31,700	ECCC Great Lakes Protection Initiative – Floodway Corridor Wildlife Habitat Restoration
	\$32,000	Boulevard Lake Naturalization Project
Levy-All		
Prior Year Surplus		

3.4.3 GREEN INFRASTRUCTURE RESEARCH PROJECT

As part of a multi-year research project, the LRCA is partnering with Lakehead University and the University of Minnesota to support Brant Muir, a prospective PhD student, with a paid internship partly funded through the Mitac’s Accelerate Program and funding from the RBC Foundation. His research proposal and PhD study focuses on green infrastructure facilities and practices (GI) that captures, filters, and reduces stormwater runoff within the McVicar Creek watershed. Brant will work terms in the summers of 2022 to 2025 and completed the initial research work of collecting water quality baseline data prior to the GI installations that are planned by the City of Thunder Bay (i.e., nine GI facilities are planned in 2022-23). Brant’s research internship project for his PhD will be expanded with an overarching goal to determine how green infrastructure reduces peak runoff and improves water quality by comparing pre and post GI construction facility water quality sampling results and water quantity data with stormwater management modeling simulated results (PC SWMM).

Expenditures	\$10,000	
Annual	\$10,000	Mitac contribution
One-Time		
Revenue	\$10,000	
Grants		
Other	\$10,000	RBC Foundation
Levy-All		
Prior Year Surplus		

4 RESERVE APPROPRIATIONS

The Authority's Reserve Policy sets goals for the Board Designated Reserves and the terms and conditions for their use. As outlined in the Policy, planned appropriations to and from reserves will be outlined in the Budget Document annually, and will be approved through the budget approval process.

Unplanned appropriations to and from reserves throughout the year will require Board approval, unless they meet the terms outlined in the Reserve Policy.

Reserve shortfalls from the determined "Target Reserve Level" as outlined in the Policy will be outlined in the Budget Document, and if warranted, appropriations to a reserve will be proposed to achieve the Target Reserve Level.

4.1 PERCENTAGE OF TARGET RESERVE LIMIT REACHED

The Reserve Policy indicates that if any reserve category is less than 50% of the targeted reserve, the Board of Directors, in the absence of any extraordinary circumstances, should consider adopting an annual budget that includes a projected surplus sufficient to rebuild the reserve category over a defined period to its targeted reserve level.

Reserve	Reserve Level as of July 31, 2022	Reserve Limit	Target Reserve Level	% of Target Reserve Level
Operating Capital	\$1,213,249	\$1,100,000	\$1,100,000	110
Administrative Facility - Maintenance	\$546,671		Adequate funds available to complete annual regular maintenance, emergency repairs and major maintenance per the AMP	
Administrative Facility - New Facility	\$32,310		Adequate funds available to construct a new Administration Facility	
Vehicle and Equipment	\$55,397	\$125,000	Adequate funds available to purchase required vehicles and equipment	
Insurance Deductible	\$30,000		\$30,000	100
Legal Fees	\$100,000		\$100,000	100
Conservation Area Major Maintenance Capital	\$491,819		As forecasted in Asset Management Plan	
Hazelwood Lake Dam	\$10,000		\$125,000	8
Forest Management	\$140,672			
Land Acquisition	\$251,296			

4.2 2023 PLANNED APPROPRIATIONS TO AND FROM RESERVES

Reserve	Appropriations to Reserve	Appropriations from Reserves
Operating Capital		
Administrative Facility - Maintenance		\$20,000
Administrative Facility - New Facility		
Vehicle and Equipment	\$9,300	\$15,542
Insurance Deductible		
Legal Fees		
Conservation Area Major Maintenance Capital	\$7,950	\$20,000
Hazelwood Lake Dam	\$20,000	
Forest Management		\$3,631
Land Acquisition		

5 CONCLUSION

The 2023 Budget document details the LRCA's capital and operating plans for the upcoming year. It is the opinion of staff that the current budget is reflective of the Authority's short-term goals and the long-term requirements.

6 RECOMMENDATIONS

The following resolution is presented as part of the Draft Budget process, as required in O. Reg. 402/22 Section 14.

Suggested Resolutions:

One-Member-One-Vote:

***“THAT:** the Lakehead Region Conservation Authority approves the 2023 Draft Budget Version 1.0, dated August 31, 2022, for consultation purposes. “*

APPENDIX A:
2023 BUDGET

**FIGURE 3:
2023 BUDGET SUMMARY**

Lakehead Region Conservation Authority 2023 Draft Budget Version 1.0									
Program	Annual Cost		Source of Funding						Total Cost 2023
	Levy-All	Sole-Benefiting Levy City of Thunder Bay	Provincial Funding	Federal Funding	Other	Self Generated	Surplus/ Deferred	Reserve	
Category 1 Mandatory Programs and Services									
Corporate Services									
Administration	340,458	-	150,940	-	-	111,788	20,900	-	624,086
Community Relations	99,954	-	-	-	700	6,000	-	-	106,654
Vehicle and Equipment Program	-	-	-	-	-	36,000	-	15,542	51,542
IT	40,959	-	-	-	-	-	-	-	40,959
Corporate GIS	25,780	-	-	-	-	-	-	-	25,780
	507,151	-	150,940	-	700	153,788	20,900	15,542	849,021
Risk of Natural Hazards									
Flood Plain Mapping	-	45,980	-	-	-	-	-	-	45,980
Technical Studies	2,143	-	-	-	-	-	-	-	2,143
Communications and Outreach	15,216	-	-	-	-	-	-	-	15,216
Flood Forecasting and Warning	45,679	-	-	-	-	-	-	-	45,679
Drought and Low Water Response	3,941	-	-	-	-	-	-	-	3,941
Ice Management	3,905	-	-	-	-	-	-	-	3,905
Ice Management Plan	3,904	-	-	-	-	-	-	-	3,904
Infrastructure: Neebing-McIntye Floodway	-	604,018	75,000	-	500	-	-	-	679,518
Infrastructure: Victor Street Erosion	-	63,816	-	-	-	-	-	-	63,816
Review of Proposals under Act	2,765	-	-	-	-	-	-	-	2,765
Plan Review Comments	45,609	-	-	5,283	-	35,500	-	-	86,392
Administering and Enforcing the Act (Section 28)	107,425	-	-	5,283	-	25,000	-	-	137,708
Risk of Natural Hazards	230,587	713,814	75,000	10,567	500	60,500	-	-	1,090,968
Conservation and Management of Lands owned and controlled by the Authority									
Conservation Areas	174,331	-	-	-	-	77,840	36,000	-	288,171
Conservation Areas Capital	61,800	-	-	-	-	-	-	-	61,800
Administer Section 29 Regulations	9,622	-	-	-	-	-	-	-	9,622
Other Owned Land	74,584	-	-	-	1,000	-	-	20,000	95,584
	320,337	-	-	-	1,000	77,840	36,000	20,000	455,177
Source Water Protection									
Source Water Protection	-	-	57,716	-	-	-	-	-	57,716
	-	-	57,716	-	-	-	-	-	57,716
Other Programs and Services									
Watershed Resource Management Strategy	3,183	-	-	-	-	-	-	-	3,183
Provincial Groundwater Monitoring Network (PGMN)	8,106	-	-	-	-	-	-	-	8,106
Provincial Water Quality Monitoring Network (PWQMN)	7,987	-	-	-	-	-	-	-	7,987
	19,276	-	-	-	-	-	-	-	19,276
Total Category 1	1,077,351	713,814	283,656	10,567	2,200	292,128	56,900	35,542	2,472,158
Category 2 Non-Mandatory Programs and Services at the request of a Municipality									
Mapping Services	-	-	-	-	-	16,000	-	-	16,000
Natural Heritage Planning Services	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	16,000	-	-	16,000
Total Category 2	-	-	-	-	-	16,000	-	-	16,000
Category 3 Non-Mandatory Programs and Services									
Education									
Environmental Education	-	-	-	-	6,700	32,131	-	-	38,831
Nature Interpretive Programming	-	-	-	-	-	43,100	3,698	-	46,798
	-	-	-	-	6,700	75,231	3,698	-	85,629
Stewardship									
Superior Stewards Program	-	-	40,000	-	-	-	-	-	40,000
Tree Seedling Program	-	-	-	-	-	6,000	-	3,431	9,431
Mounddale Boat Launch	-	-	12,995	-	-	-	-	-	12,995
Floodway Corridor Wildlife Habitat	-	-	-	31,700	-	-	-	-	31,700
Waterfront Shoreline Restoration (potential ECCC funding)	-	-	-	15,500	-	-	-	-	15,500
Fisherman's Phase II (potential ECCC funding)	-	-	-	16,400	-	-	-	-	16,400
Boulevard Lake Naturalization	-	-	-	32,000	-	-	-	-	32,000
	-	-	52,995	95,600	-	6,000	-	3,431	158,026
Environmental Research									
Environmental Research	-	-	-	-	10,000	-	-	-	10,000
	-	-	-	-	10,000	-	-	-	10,000
Total Category 3	-	-	52,995	95,600	16,700	81,231	3,698	3,431	253,655
Total	1,077,351	713,814	336,651	106,167	18,900	389,359	60,598	38,973	2,741,813

FIGURE 4: LEVY ALL COMPARISON FOR THE PERIOD OF 2018-2023

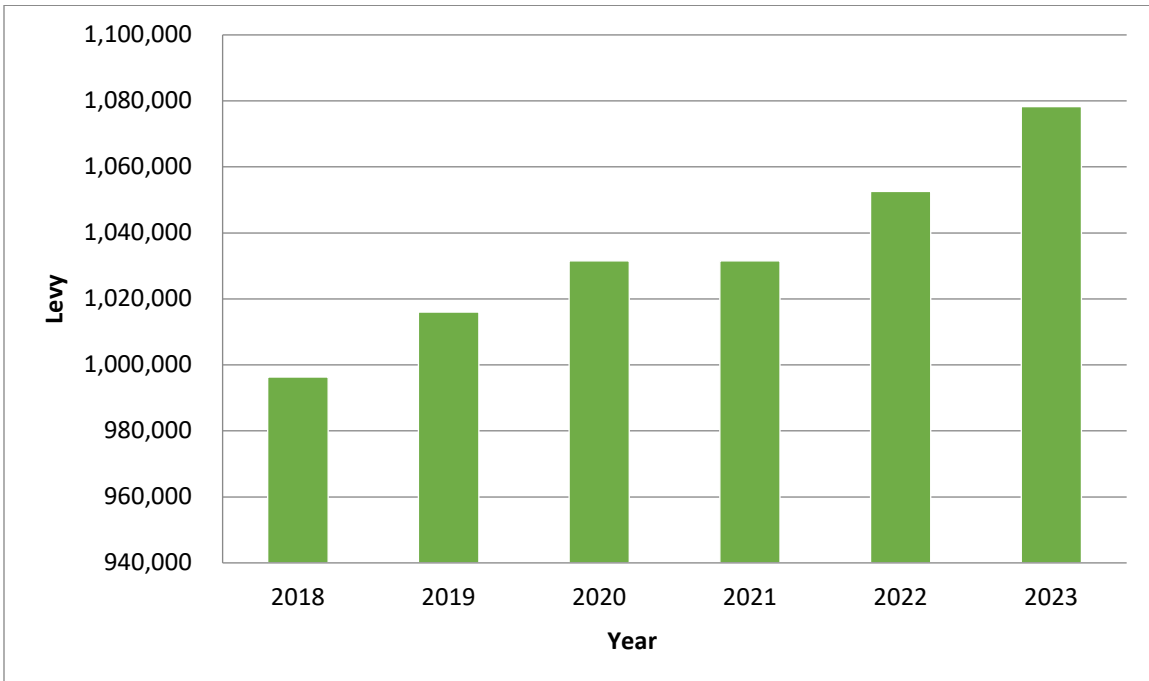


Figure 4 compares the levy-all fluctuations for the period of 2018-2023. In 2019, the long-standing Section 39 transfer payment was reduced from \$292,380 to \$150,940, which required a mid-year adjustment to the budget and also affected all future budgets. As a result of financial pressures on our Member Municipalities and the effects of COVID-19, 0% levy-all increases were implemented in 2020 and 2021.

Minimal to no increases are feasible in the short term but are not realistic for the long-term operation of the Authority. The 2023 budget requires a 2.35% increase in order to maintain its current level of service, which is consistent with cost-of-living increases.

APPENDIX B: LEVY COST COMPARISON

FIGURE 5: 2023 COMPARED TO 2022 BUDGET LEVY- ALL COMPARISON

MUNICIPALITY	2022 CVA %	TOTAL LEVY 2023	LEVY 2022	Change	% Change
Thunder Bay	85.96%	926,142	904,875	21,267	2.35%
Conmee	0.44%	4,713	4,605	112	2.35%
Dorion	0.29%	3,170	3,097	75	2.36%
Gillies	0.25%	2,674	2,613	63	2.33%
Neebing	2.23%	24,062	23,509	573	2.35%
O'Connor	0.47%	5,029	4,914	119	2.34%
Oliver Paipoonge	5.46%	58,829	57,478	1,400	2.35%
Shuniah	4.89%	52,733	51,522	1,255	2.35%
TOTAL	100.00%	1,077,352	1,052,613	24,865	2.35%

It is noted that the 2023 CVA was not available at the time of Draft Budget preparation. The actual 2023 levy amounts will change. The final budget will incorporate the applicable CVA.

The City of Thunder Bay total levy payable will also include their sole-benefitting levy.

The following table summarizes the annual levy cost per household, per resident and cost per \$100,000 of assessed value of property. It is noted that the resident numbers represent permanent residents and does not factor in seasonal residents.

Figure 6: Levy Cost

Municipality	Levy All 2023	Number of Households (2016)	Cost Per Household	Number of Resident	Cost per Resident	Current Value Assessment \$ (2022)	Cost per \$100,000
***Thunder Bay	\$1,639,956	57,146	\$28.70	121,621	\$13.48	14,137,148,403	\$11.60
Conmee	\$4,713	327	\$14.41	816	\$5.78	71,954,570	\$6.55
Dorion	\$3,170	128	\$24.77	316	\$10.03	48,387,028	\$6.55
Gillies	\$2,674	201	\$13.30	474	\$5.64	40,809,360	\$6.55
Neebing	\$24,062	1,166	\$20.64	2,055	\$11.71	367,291,696	\$6.55
O'Connor	\$5,029	272	\$18.49	663	\$7.59	76,762,945	\$6.55
Oliver Paipoonge	\$58,829	2,289	\$25.70	5,922	\$9.93	897,987,460	\$6.55
Shuniah	\$52,733	2,130	\$24.76	2,798	\$18.85	804,943,970	\$6.55

**Statistics

16,445,285,432

**2022 CVA, which is not applicable to the 2023 Budget

***City of Thunder Bay Includes Sole Benefitting Levy

APPENDIX C: PASSED RESOLUTIONS



LAKEHEAD REGION
CONSERVATION AUTHORITY

August 31, 2022

Moved By _____
Seconded By _____

“THAT: having examined the accounts for the period June 1, 2022 to June 30, 2022 cheque #2596 to #2620 for \$59,506.25 and preauthorized payments of \$131,017.61 for a total of \$190,523.86, we approve their payment.”

2596	Francotyp-Postalia Canada Inc.: Postage	38.42
2597	Gail Willis: Snacks Mountdale Volunteers	73.75
2598	Hi-Impact Signs: Produce and Install decals on new truck	192.10
2599	iA Financial Group: Group Accident Insurance	389.29
2600	Lowery's: LRCA Annual Report	15,074.20
2601	Mark Ambrose: Petty Cash	156.90
2602	Superior Outdoors Inc. The Walleye: 1/4 page ad in The Walleye	175.15
2603	Tammy Cook: Reimbursement for gift for North Bay CAO retirement	75.00
2604	Thunder Bay Answering Service Inc.: June Answering Service	239.56
2605	2611943 Ontario Ltd.: Empty Garbage at Mission	565.00
2606	Allied Air Systems: Maintenance of Backflow valve	1,185.48
2607	Central Carwash: Fuel May	1,877.60
2608	Federal Express Canada Corporation: HST on USD parcel	65.00
2609	Francotyp-Postalia Canada Inc.: Postage Meter reset	67.63
2610	Hatch Ltd.: CPR Trap,	8,499.28
2611	Innovated Solutions: Cloud Backup	133.34
2612	Lowery's: Board Room Tables and supplies	10,485.19
2613	Mark Ambrose: Filing cabinet keys and computer accessories	296.03
2614	Conservation Ontario: Second Levy	10,749.00
2615	Michelle Sixsmith: Criminal Record Check and BBQ supplies	63.60
2616	Gail Willis: BBQ Supplies	51.39
2617	Roman Augustyn: BBQ Supplies	157.26
2618	Iron Range Bus Lines Inc: Bussing from St. Margaret School	1,649.80
2619	Pine View Nurseries: Floodway Project	7,096.28
2620	Scott Hobbs: Honorarium spring Photo Workshop	150.00
		<hr/>
		59,506.25

Chair

PA	Payroll and Per Diems	67,728.24
PA	Royal Bank Group Retirement RRSP and TFSA	8,173.64
PA	RWAM and Lifeworks Benefits	2,468.46
PA	Enbridge	506.33
PA	Synergy North	520.25
PA	Visa Routine Monthly Expenses	22,308.64
PA	Banking and Visa Fees	511.76
PA	Postage	-
PA	Receiver General of Canada June	28,513.39
PA	Photocopier Lease	286.90
		<hr/>
		131,017.61
		<hr/>
		190,523.86
		<hr/>

Chair

Res# _____/22



LAKEHEAD REGION
CONSERVATION AUTHORITY

August 31, 2022

Moved By _____
Seconded By _____

“THAT: having examined the accounts for the period July 1, 2022 to July 31, 2022 cheque #2621 to #2659 for \$79,526.66 and preauthorized payments of \$108,131.62 for a total of \$187,658.28, we approve their payment.”

2621	A-1 Sewage Services (1989) Ltd.: Mission Marsh accessible toilet	161.96
2622	City of Thunder Bay: Various Property Taxes	22,288.05
2623	EOR Canada Inc.: Mounddale Boat Launch	4,673.69
2624	Lowery's: Office Supplies	344.79
2625	McKittricks: Writs of seizure and sale	598.90
2626	Nadine Elmerhiki: Seed Sprouter	45.18
2627	Northern Turf Equipment: Equipment repairs	77.01
2628	Roman Augustyn: Cables for laptops	177.58
2629	Superior Outdoors Inc. The Walleye: 1/4 Page ad Walleye	175.15
2630	TBT Engineering Consulting Group: Building electrical upgrades	3,548.20
2631	Thunder Bay Broom & Chemicals: Various Janitorial supplies	1,062.45
2632	2611943 Ontario Ltd.: Garbage removal Mission Marsh	1,017.00
2633	Amanda Donolovitch: Boot Allowance	200.00
2634	Bay Village Coffee: Lunch for Wetland Training	721.79
2635	City of Thunder Bay - Provincial Taxes: Final Taxes	3,421.73
2636	Clow Darling: Backflow Testing	206.79
2637	Grant Thornton LLP: Final Audit Bill LRCA Audit Bill LCF	4,688.09
2638	Harris Ecological Consulting: Wetland Course	12,528.26
2639	Innovated Solutions: Cloud Backup	133.34
2640	Lowery's: Various Office	116.72
2641	Municipality Of Neebing: Final Tax Bills	54.23
2642	Northern Turf Equipment: Various equipment repairs	579.76
2643	The Chronicle Journal: 2022 Annual Report Distribution	1,423.80
2644	Thunder Bay Answering Service Inc.: July Answering Service	239.56
2645	Township of O'Connor: Final Tax Bill	38.96
2646-2652	Void	0.00
2653	Central Carwash: June Fuel	2,625.40
2654	EOR Canada Inc.: Fisherman's Park and Mounddale boat launch	10,619.46
2655	Grant Thornton LLP: Third Interim billing	1,813.65
2656	Lowery's: Photocopying June	257.54
2657	Mark Ambrose: Petty Cash replenishment	237.84
2658	Municipality Of Shuniah: Final Property Taxes 2022	845.03
2659	TBT Engineering Consulting Group: LRCA Office Electrical Upgrades	4,604.75
		<hr/>
		79,526.66

		<hr/>
		Chair
PA	Payroll and Per Diems	62,904.44
PA	Royal Bank Group Retirement RRSP and TFSA	8,167.28
PA	RWAM and Lifeworks Benefits	2,824.02
PA	Enbridge	104.70
PA	Synergy North	623.32
PA	Visa Routine Monthly Expenses	5,380.23
PA	Banking and Visa Fees	327.16
PA	Postage	561.49
PA	Receiver General of Canada July	26,952.08
PA	Photocopier Lease	286.90
		<hr/>
		108,131.62
		<hr/>
		187,658.28
		<hr/>

Chair

Res# _____/22

Monthly Plan Input/Review and Fill Regulations Administration
June 1 to 30, 2022

Municipality	Minor Variance (A)	Consent (B)	Official Plan	Official Plan/ Zoning By-Law Comprehensive	Zoning By-Law (z)	Subdivisions	Clearances	Reality Services	Lawyer Inquiries	Letter of Opinion (Other)	Total
City of Thunder Bay		B-17-2022*						Harbour Expressway 424 W Christina St			
	Total	0	1	0	0	0	0	0	2	0	0
Oliver Paipoonge		1B/11/22									
		1B/10/22									
		1B/09/22									
	Total	0	3	0	0	0	0	0	0	0	0
O'Connor											
	Total	0	0	0	0	0	0	0	0	0	0
Neebing		B-02-2022 - Revised*									
	Total	0	1	0	0	0	0	0	0	0	0
Shuniah	A8/22								650 Duncan Ave		
	A7/22										
Total	2	0	0	0	0	0	0	0	1	0	3
Conmee											
	Total	0	0	0	0	0	0	0	0	0	0
Gillies									20 McKechnie Road		
	Total	0	0	0	0	0	0	0	1	0	1
Dorion											
	Total	0	0	0	0	0	0	0	0	0	0
Rural Planning Board											
	Total	0	0	0	0	0	0	0	0	0	0
Monthly Total	2	5	0	0	0	0	0	2	2	0	11

Monthly Plan Input/Review and Fill Regulations Administration
July 1 to 31, 2022

Municipality	Minor Variance (A)	Consent (B)	Official Plan	Official Plan/ Zoning By-Law Comprehensive	Zoning By-Law (Z)	Subdivisions	Clearances	Reality Services	Lawyer Inquiries	Letter of Opinion (Other)	Total
City of Thunder Bay		B-47-2022		OZ-06-2022				198 Seneca St			
		B-48-2022		O-07-2022				Musktrat Drive			
								Lakehead Beer Company			
								92 Machar Ave			
Total	0	2	0	2	0	0	0	4	0	0	8
Oliver Paipoonge		1B/12/22							5 Berini Road	20 Berini Road	
		1B/13/22									
		1B/14/22									
Total	0	3	0	0	0	0	0	0	1	1	5
O'Connor											
Total	0	0	0	0	0	0	0	0	0	0	0
Neebing											
Total	0	0	0	0	0	0	0	0	0	0	0
Shuniah	A9/22										
	A11/22										
	A10/22										
Total	3	0	0	0	0	0	0	0	0	0	3
Conmee											
Total	0	0	0	0	0	0	0	0	0	0	0
Gillies											
Total	0	0	0	0	0	0	0	0	0	0	0
Dorion											
Total	0	0	0	0	0	0	0	0	0	0	0
Rural Planning Board		1B/20/22									
		1B/21/22									
Total	0	2	0	0	0	0	0	0	0	0	2
Monthly Total	3	7	0	2	0	0	0	4	1	1	18

Monthly Plan Input/Review and Fill Regulations Administration
August 1 to 31, 2022

Municipality	Minor Variance (A)	Consent (B)	Official Plan	Official Plan/ Zoning By-Law Comprehensive Review	Zoning By-Law (Z)	Subdivisions	Clearances	Reality Services	Lawyer Inquiries	Letter of Opinion (Other)	Total
City of Thunder Bay		B-14-2022 - REVISED*						70 Secord St	965 Strahcona Ave		
		B-54-2022							Lot 47 Red Pine Way		
									620 Harold Crescent		
									625 Redwood Ave W		
Total	0	2	0	0	0	0	0	1	4	0	7
Oliver Paipoonge											
Total	0	0	0	0	0	0	0	0	0	0	0
O'Connor											
Total	0	0	0	0	0	0	0	0	0	0	0
Neebing	B04-2022	B05-2022			Z01-2022						
Total	1	1	0	0	1	0	0	0	0	0	3
Shuniah											
Total	0	0	0	0	0	0	0	0	0	0	0
Conmee											
Total	0	0	0	0	0	0	0	0	0	0	0
Gillies											
Total	0	0	0	0	0	0	0	0	0	0	0
Dorion		B22-22									
Total	0	1	0	0	0	0	0	0	0	0	1
Rural Planning Board		1B/25/22									
Total	0	1	0	0	0	0	0	0	0	0	1
Monthly Total	1	5	0	0	1	0	0	1	4	0	12



Development, Interference with Wetlands and Alterations to Shorelines and Watercourses O.Reg. 180/06

Year: 2022

Permit #	Category	Fee	Applicant Name	Municipality	Subject Property Address	Type of Work	Key Dates			Approved by:
							Rec'd at LRCA	Permit Issued	Days to Issue Permit	
#1/22	Standard Works	\$300.00	Alex Hitback	City of Thunder Bay	Central Ave Vacant Lot	Garage	6/1/2022	14/1/22	8	Staff
#2/22	Major Works	\$1,000.00	Enbridge Gas Inc	City of Thunder Bay	Kam River Crossing/Victor/Riverdale	Directional Drilling For Gas Pipeline	27/01/22	28/01/22	1	Staff
#3/22	Standard Works	\$600.00	James Ward	City of Thunder Bay	1391 Arthur St W.	Fill Placement & Site Grading	24/01/22	28/01/22	4	Staff
#4/22	Small Works	\$150.00	Gerald Champagne	City of Thunder Bay	400 Lyon Blvd.	Water Park Cement Anchors	8/2/2022	14/02/22	6	Staff
#5/22	Small Works	\$150.00	Glen McLeod	Municipality of Shuniah	1369 Silver Beach Dr	Erosion Protection	28/02/22	03/03/22	3	Staff
#6/22	Major Works	\$2,000.00	Di Gregorio Developments	City of Thunder Bay	Weiler Blvd & Cougar Cres.	Fill Placement & Site Grading	22/02/22	29/02/22	5	Staff
#7/22	Standard Works	\$300.00	Andrew Potter	City of Thunder Bay	890 Gratton Road	Dwelling Construction & Fill Placement	9/3/2022	11/03/22	3	Staff
#8/22	Standard Works	NA	City of Thunder Bay	City of Thunder Bay	971 Alloy Drive	Outfall Installation	24/03/22	08/04/22	11	Staff
#9/22	Standard Works	NA	City of Thunder Bay	City of Thunder Bay	350 Legion Track Dr.	Outfall Installation	6/4/2022	04/12/22	6	Staff
#10/22	Standard Works	\$300.00	Enbridge Gas Inc	Municipality of Oliver Paipoonge	Boundary Road, Wilderness Rd, Farm Rd	Gas Pipeline Extension	13/4/2022	22/04/22	8	Staff
#11/22	Large Works	\$600.00	Vince Talarico	City of Thunder Bay	211 Thompson Rd	Lot Development	10/5/2022	20/05/11	10	Staff
#12/22	Standard Works	\$0.00	City of Thunder Bay	City of Thunder Bay	324 Wellington St	Storm Sewer Outfall Install	25/5/2022	31/05/22	6	Staff
#13/22	Large Works	\$0.00	City of Thunder Bay	City of Thunder Bay	Woodcrest Road Bridge over McIntyre	Bridge Replacement	26/5/2022	03/06/22	5	Staff
#14/22	Standard Works	\$300.00	Jodi Parhala	Municipality of Neebing	142 Island Drive	Deck Construction	26/05/22	03/06/22	5	Staff
#15/22	Standard Works	\$300.00	Sean Linklater	City of Thunder Bay	667 Dog Lake Road	Dwelling Construction	30/5/2022	07/06/22	7	Staff
#16/22	Small Works	NA	City of Thunder Bay	City of Thunder Bay	400 West Lyon Boulevard	Fill Placement & Retaining Wall Removal	3/6/2022	09/06/22	4	Staff
#17/22	Standard Works	\$300.00	Eric Paradis	Municipality of Shuniah	801 Hwy 527	Remove Bridge & Install Culvert	8/6/2022	15/06/22	5	Staff
#18/22	Small Works	\$150.00	Robert Lebrun	Municipality of Neebing	80 Island Ave	Dredging	14/6/2022	21/06/22	8	Staff
#19/22	Small Works	\$300.00	Francis Hane	Municipality of Shuniah	2973 Eldorado Beach Rd	Erosion Protection & Boathouse	17/6/2022	20/06/22	4	Staff
#20/22	Standard Works	\$300.00	Wayne Cerven	City of Thunder Bay	166 Boyko Road	Garage Construction	27/06/22	27/06/22	1	Staff
#21/22	Standard Works	\$600.00	Heather Logan	Municipality of Shuniah	Vacant Lot Southeast of 128 hwy 587	Culvert Replacement	21/07/22	22/07/22	1	Staff
#22/22	Large Works	\$600.00	Shaun Talbot	City of Thunder Bay	152 Paquette Road	Dwelling & Garage Construction	11/7/2022	12/07/22	1	Staff
#23/22	Small Works	\$150.00	John Bisby	Municipality of Shuniah	492 East Floral Beach Road	Break Wall Repair	12/7/2022	21/07/22	9	Staff
#24/22	Standard Works	\$300.00	Chris McAuley	Municipality of Oliver Paipoonge	680 Maki Road	Dwelling Construction	22/07/22	25/07/22	4	Staff
#25/22	Standard Works	\$0.00	Municipality of Shuniah	Municipality of Shuniah	171 West Loon Drive	Boat Launch Dredging	21/07/22	26/07/22	2	Staff
#26/22	Small Works	\$150.00	Charlotte Speziale	Municipality of Shuniah	546 East Loon Road	Concrete Dock Removal	22/07/22	27/07/22	6	Staff
#27/22	Standard Works	\$300.00	Ian Williams	City of Thunder Bay	2114 Granite Road	Garage Construction	29/07/22	02/08/22	5	Staff
#28/22	Standard Works	\$300.00	Lisa Hipwell	Municipality of Oliver Paipoonge	593 Monteith Road	Garage Construction	2/8/2022	03/08/22	1	Staff



Monthly Project Update

MEETING DATE	August 31, 2022
STAFF NAME	Ryan Mackett
POSITION	Communications Manager

2022 Hazelwood Lake Family Fun Day

Hazelwood Lake Family Fun Day occurred on Sunday, July 17, 2022, from 10:00 a.m. to 3:00 p.m. at Hazelwood Lake Conservation Area. Attractions included a falconry demonstration from Thunderbird Wildlife Rescue, canoe, kayak and stand-up paddle board demos from Wilderness Supply Co. and Natri Bros. Surf & SUP, as well as activities and information tables from Science North, Ontario Nature, the MNRF Bear Wise program, WAYfinder Trails App, Thunder Bay Indigenous Friendship Centre, and the LRCA. The weather was ideal, and approximately 250 people attended the event. Note that Hazelwood Lake Family Fun Day occurred on the same day as the City of Thunder Bay's Lake Superior Day event, as well as the Festival of Colours at the waterfront. Staff have scheduled the 2023 Hazelwood Lake Family Fun Day on a later weekend in July so as not to conflict with Lake Superior Day.

2022 Little Trout Day by the Bay

Little Trout Day by the Bay occurred on Saturday, August 27, 2022, from 10:00 a.m. – 3:00 p.m. at Little Trout Bay Conservation Area. Scheduled attractions, activities and information tables include a falconry demo from Thunderbird Wildlife Rescue, the MNRF Fisheries department, boat rides with the Royal Canadian Navy Reserve, Ontario Nature, snorkeling demos from Thunder Country Diving, fundraising BBQ from the Neebing Fire and Rescue Association, fire display from Neebing Emergency Services, guided hikes with WAYfinder Trails app and Nature Conservancy of Canada, and Anishinaabe Teachings and Medicine Walk hosted by Blue Sky Strategic Group, Thunder Bay Indigenous Friendship Centre and Elder Tony DePerry. A verbal update will be provided at the Meeting.

Conservation Areas Workshop

The Communications Manager joined the Conservation Areas Workshop (CAW) planning committee in late 2019 and has been involved with the planning and coordinating of the online, virtual workshops hosted in 2020 and 2021. For the 2022 CAW, the Communications Manager will be travelling to Orillia for the first in-person workshop since October 2019. CAW is being held

on October 25 and 27 at the Fern Resort in Orillia. The Communications Manager will be delivering a two-part, full-day workshop for CAW participants related to how communications staff can work with field staff to acquire photographs for use in CA publications, and how to leverage field staff's presence in Conservation Areas to help create social media content and feed that content into social media channels such as Instagram and Facebook while in the field; additionally, the Communications Manager will be leading a photography workshop for field staff in attendance as part of the workshop. Other concurrent session topics currently on the tentative agenda for CAW this year include:

- Conservation Area Strategy Requirements
- Risk Management Technology
- Empowering People with Disabilities to Explore and Experience Nature
- Permitting (film shoots, weddings, non-CA events)
- Cultural Competency in Customer Service
- Customer management Technology
- Natural Disaster Preparedness
- Hiring, Recruiting and Succession Planning
- Indigenous Health & Wellness
- Visitor Experience Enhancement Technology
- Youth Engagement
- General Managers Panel Discussion

The Communications Manager's participant fee for this year's CAW is covered due to being on the planning committee. This event is extremely beneficial to staff not only for the content and training provided, but for the excellent networking opportunities. Travel for applicable staff to attend CAW will continue to be budgeted for in future budgets now that the conference has returned to in-person post-COVID-19. Due to the savings in participant fee for 2022, an additional staff member might attend as well.



Monthly Project Update

MEETING DATE	August 31, 2022
STAFF NAME	Ryne Gilliam
POSITION	Lands Manager

Conservation Area Parking Enforcement

The Lands Manager has continued issuing parking infractions to visitors who do not pay for parking at Cascades and Mission Island Marsh Conservation Areas. To date, 23 infractions have been issued. Staff also continue to add “Thank You” slips on vehicles of those who have paid. The Lands Manager has also spent time issuing parking infractions outside regular operating hours to enforce that ticketing can occur at anytime. Furthermore, staff continue to be pleased that at times of ticketing the compliance rate has been high.

LRCA Administration Building Electrical Update

TBT Engineering are currently in the process of completing the tender package to go out to potential contractors once approved by LRCA Staff. All associated drawings are in final stages of completion as well.

Cascades Conservation Area Paving Project

Hatch Engineering are currently completing final drawings for the AODA Trail and Parking Lot for Cascades Conservation Area. The tender package is also in development and will go out to potential contractors once completed and approved by LRCA Staff.

New Outhouse Installation at Little Trout Bay Conservation Area

The new outhouse was installed at Little Trout Bay Conservation Area. This will now be the second outhouse at this location and serve not only boaters but also the increased number of visitors who utilize the James Duncan Memorial Trail.





Monthly Project Update

MEETING DATE	August 31, 2022
STAFF NAME	Gail Willis
POSITION	Watershed Manager

Watershed Conditions – Lake Superior Water Levels

Lake Superior’s beginning of August water level is above average and is expected to remain above average if water supplies are average, or wetter than average. If water supplies are drier than average, the water level could reach the long-term seasonal average this fall. The beginning of August level was ten centimetres above average (1918-2021), and seven centimetres above last year’s level; however, it was 24 centimetres below the record high set at the beginning of August in 2019. The current water level is approximately 59 centimetres lower than the 100-year flood level for Lake Superior. Lake Superior water levels fluctuate seasonally, therefore as expected, levels will continue to increase into the summer.

Boulevard Lake Shoreline Naturalization Project

Staff have received approval for funding from Environment and Climate Change Canada (ECCC) in the amount of \$48,300, including HST, through the EcoAction Community Fund. The Boulevard Lake Naturalization Project will focus on soft engineering shoreline rehabilitation to improve freshwater quality and restore ecosystem health in Boulevard Lake and the Current River. Site clean-up, invasive species management, and revegetation with native plants will create riparian habitat that filters runoff and deters geese from the shoreline. Awareness on the value of riparian vegetation will be cultivated through youth, volunteering, community, and stakeholder events, with the goal of fostering similar revegetation initiatives by private landowners in other locations along the Current River and along other urban streams. Partnership organizations include the City of Thunder Bay, United Way GenNext, St. Ignatius High School, and Little Lions Waldorf Child and Family Centre.