



Full Authority Agenda

October 18, 2023

KCCA Admin Centre

10:00 a.m.

This meeting will be a hybrid meeting. The recording and draft minutes will be posted to KCCA’s web site on October 19, 2023. The meeting will be streamed live at the following link:

Facebook Page - <https://www.facebook.com/KettleCreekCA/>

Audio/Video Recording Notice

“Board members, staff, guests and members of the public are reminded that the Full Authority Board/Committee meeting is being recorded, and will be posted to the Authority’s web site along with the official written minutes. As such, comments and opinions expressed may be published and any comments expressed by individual Board members, guests and the general public are their own, and do not, represent the opinions or comments of the Full Authority and/or the KCCA Board of Directors.

The recorded video of the Full Authority meeting is not considered the official record of that meeting. The official record of the Full Authority meeting shall consist solely of the Minutes approved by the Full Authority.”

Introductions and Declarations of Pecuniary Interest

Hearing Board

Minutes of Meetings

- a) September 20, 2023 Full Authority Meeting4

Recommendation: That the minutes of the September 20, 2023 Full Authority meeting be approved.

Matters Arising

- a) Media Report (Marianne) 10
b) Project Tracking (Elizabeth) 12
c) Watershed Conditions (Jennifer) 14
d) Conservation Ontario Update (Elizabeth)..... Verbal

Recommendation: That Matters Arising a) through d) be received.

Correspondence

- a) From Hamilton Conservation Authority Motion Re: Natural Heritage Protection September 7, 202316
b) From KCCA to Ministry of Natural Resources and Forestry Re: Extension to Conclude Cost Apportioning Agreements September 27, 2023 18

Recommendation: That the correspondence be received.



Full Authority Agenda

October 18, 2023

KCCA Admin Centre

10:00 a.m.

Statement of Revenue and Expenses19

Recommendation: That the Statements of Revenue and Expenses dated September 30, 2023 be received.

New Business

a) Dalewood Dam Municipal Class Environmental Assessment (Jennifer).....21

Recommendation: Based on the Dalewood Dam Options Report July 2023, that staff be directed to allocate \$30,000 in the 2024 budget in order initiate the Environmental Assessment process in 2024.

Recommendation: That the Dalewood Dam Seasonal Inspection conducted by GD Vallee dated October 3, 2023 be received.

b) Dalewood Dam Stop Log Operations (Jennifer)29

Recommendation: That the Report from True Consulting on the Dalewood Dam Stop Log Operations dated October 10, 2023, be approved; and further,

That based on the advice provided, staff be directed to make the necessary changes to the operations of the Dalewood Dam effective immediately.

c) 2024-2027 Budget Planning (Elizabeth et al)

i) Draft 2024-2027 Strategic Work Plan (Elizabeth)37

Recommendation: That the 2024-2027 Work Plan be approved and used to finalize the 2024-2027 Budget.

ii) 2024-20027 Draft Capital Budget Projections (Elizabeth)55

Recommendation: For discussion

d) 2023 Year End Capital Purchase (Elizabeth/Joe)57

Recommendation: That staff be directed to increase the computer replacement capital budget by \$4,000 to undertake required computer purchases in 2023; and further

That staff be authorized to purchase a work truck using an upset capital budget of \$50,000.



Full Authority Agenda

October 18, 2023

KCCA Admin Centre

10:00 a.m.

- e) October Planning and Regulations Activity Report (Joe).....59
Recommendation: That September Planning and Regulations Activity Report be received.

Closed Session

- a) Closed Session Minutes September 20, 2023
- b) Property Matter – Potential Acquisition
- c) Legal/Property Matter

Up Coming Meetings

Executive Committee Meeting
KCCA Full Authority Meeting

November TBD

November 15, 2023

Hybrid

10:00 a.m.



Full Authority Minutes September 20, 2023

A meeting of the Full Authority of the Kettle Creek Conservation Authority was held on Wednesday, September 20, 2023 at 10:00 a.m. The meeting was streamed live to Facebook.

Audio/Video Record Notice

Board members, staff, guests and members of the public are advised that the Full Authority Board/Committee meeting is being video/audio recorded, and will be posted to the Authority’s web site along with the official written minutes. As such, comments and opinions expressed may be published and any comments expressed by individual Board members, guests and the general public are their own, and do not represent the opinions or comments of the Full Authority and/or the KCCA Board of Directors.

The recorded video of the Full Authority meeting is not considered the official record of that meeting. The official record of the Full Authority meeting shall consist solely of the Minutes approved by the Full Authority.

Members Present:

Lori Baldwin-Sands (Vice Chair)	St. Thomas	In Person
Frank Berze	Middlesex Centre	In Person
Grant Jones (Chair)	Southwold	In Person
Sharron McMillan	Thames Centre	Virtual
Todd Noble	Central Elgin	In Person
Sam Trosow	London	Virtual

Members Absent:

Jim Herbert	St. Thomas
Jerry Pribil	London
John Wilson	Malahide

Staff Present:

Jennifer Dow	Water Resources Supervisor	In Person
Joe Gordon	Manager of Planning and Development	In Person
Jessica Kirschner	GIS/Information Services Coordinator	Virtual
Brandon Lawler	Forestry and Lands Technician	Virtual
Jeff Lawrence	Forestry and Lands Supervisor	In Person
Marianne Levogiannis	Public Relations Supervisor	Virtual
Betsy McClure	Stewardship Program Supervisor	In Person
Elizabeth VanHooren	General Manager/Secretary Treasurer	In Person

As some members and guests attended virtually, all votes were recorded and are included in the Recorded Vote Registry.

Introductions & Declarations of Pecuniary Interest

There were no declarations of pecuniary interest.

Hearing Board

There was no Hearing required.

With consensus of the members the presentation from GD Vallee Consultants under New Business Item a) Dalewood Dam Options Assessment Report was moved to the beginning of the Agenda to accommodate Ryan Elliott of GD Vallee Consultants.

Elliott presented the findings of the Dalewood Dam Options Assessment Report and answered members' questions.

FA102/2023

Moved by: Todd Noble

Seconded: Frank Berze

That the Dalewood Dam Option Assessment Report be received.

Carried

Minutes of Meeting

FA103/2023

Moved by: Frank Berze

Seconded: Todd Noble

That the minutes of the August 16, 2023 Full Authority meeting be approved.

Carried

Matters Arising

FA104/2023

Moved by: Lori Baldwin-Sands

Seconded: Todd Noble

That Matters Arising a) through d) be received.

Carried

Correspondence

- a) From the CO to the Ministry of Natural Resources and Forestry Re: "Technical Bulletin – Flooding Hazards: Data Survey and Mapping Specifications" September 5, 2023
- b) From Hon. Paul Calandra, MMAH Re: Proposal to Return Lands in Ajax to the Greenbelt September 6, 2023

FA105/2023

Moved by: Todd Noble

Seconded: Sharron McMillan

That the correspondence be received.

Carried

Statement of Revenue and Expenses

No report.

New Business

- a) Dalewood Dam Options Assessment Report

Discussed earlier in the Agenda.

- b) Apportioning Agreement Update/Quarterly Progress Report

FA106/2023

Moved by: Lori Baldwin-Sands

Seconded: Frank Berze

That the October 1 Progress Report be received; and further

That staff be directed to request an extension to the January 1, 2024 deadline to execute Cost Apportioning Agreements with all member municipalities.

Carried

- c) Kettle Creek Clean Water Initiative

The Kettle Creek Clean Water Initiative was established in 2012 to provide financial assistance to watershed residents in implementing stewardship projects. Annually, the Authority provides \$12,000 in funding from the Stewardship Reserve.

McClure presented one project for funding consideration.

23-04

A wetland creation project in the Municipality of Central Elgin. The total estimated project cost is \$24,325. The grant request is \$3,000.

FA107/2023

Moved by: Frank Berze

Seconded: Sam Trosow

That project 23-04 in the amount of \$3,000 be supported through the Kettle Creek Clean Water Initiative.

Carried

d) City of London Budget – Business Case

FA108/2023

Moved by: Lori Baldwin-Sands

Seconded: Sharron McMillan

That the City of London Business Case be submitted as presented.

Carried

e) Kirk Cousins Management Area Parking Lot

FA109/2023

Moved by: Lori Baldwin-Sands

Seconded: Todd Noble

That the Board approve the Kirk Cousins Management Area Improvement Report as presented.

Carried

f) September Planning and Regulations Activity

FA110/2023

Moved by: Frank Berze

Seconded: Todd Noble

That the September Planning and Regulations Activity report be received.

Carried

Closed Session

The Closed Session meeting began at 11:08 a.m.

FA111/2023

Moved by: Lori Baldwin-Sands

Seconded: Todd Noble

That the Full Authority move to Closed Session to discuss legal, Personnel or Property matters.

Carried

FA112/2023

Moved by: Lori Baldwin-Sands

Seconded: Sam Trosow

That the Full Authority revert to open session and report.

Carried

The Open Session resumed at 11:24 a.m.

a) Minutes

FA113/2023

Moved by: Sam Trosow

Seconded: Sharron McMillan

That the minutes of the Closed Session meeting of the August 16, 2023 Full Authority Meeting be approved.

Carried

b) Property Matter – Possible Land Acquisition

c) Property Matter – Security of Property

FA114/2023

Moved by: Lori Baldwin-Sands

Seconded: Frank Berze

That staff proceed as directed on two property matters.

Carried

Upcoming Meetings

Members were reminded of the Board Watershed Tour on September 22, 2023.

The next Full Authority Meeting is October 18, 2023.

The meeting adjourned at 11:26 a.m.



Elizabeth VanHooren
General Manager/Secretary Treasurer

Grant Jones
Chair

Recorded Vote Registry FA102/2023 to FA107/2023

A=Absent Y=Yes N=No

Board Member	FA102/2023	FA103/2023	FA104/2023	FA105/2023	FA106/2023	FA107/2023
Baldwin-Sands	Y	Y	Y	Y	Y	Y
Berze	Y	Y	Y	Y	Y	Y
Herbert	A	A	A	A	A	A
Jones	Y	Y	Y	Y	Y	Y
McMillan	Y	Y	Y	Y	Y	Y
Noble	Y	Y	Y	Y	Y	Y
Pribil	A	A	A	A	A	A
Trosow	Y	Y	Y	Y	Y	Y
Wilson	A	A	A	A	A	A
Result	Carried	Carried	Carried	Carried	Carried	Carried

Recorded Vote Registry FA108/2023 to FA113/2023

A=Absent Y=Yes N=No

Board Member	FA108/2023	FA109/2023	FA110/2023	FA111/2023	FA112/2023	FA113/2023
Baldwin-Sands	Y	Y	Y	Y	Y	Y
Berze	Y	Y	Y	Y	Y	Y
Herbert	A	A	A	A	A	A
Jones	Y	Y	Y	Y	Y	Y
McMillan	Y	Y	Y	Y	Y	Y
Noble	Y	Y	Y	Y	Y	Y
Pribil	A	A	A	A	A	A
Trosow	Y	Y	Y	Y	Y	Y
Wilson	A	A	A	A	A	A
Result	Carried	Carried	Carried	Carried	Carried	Carried

Recorded Vote Registry FA1114/2023

A=Absent Y=Yes N=No

Board Member	FA114/2023
Baldwin-Sands	Y
Berze	Y
Herbert	A
Jones	Y
McMillan	Y
Noble	Y
Pribil	A
Trosow	Y
Wilson	A
Result	Carried



Kettle Creek
Conservation Authority

Media Report



Happy [#Thanksgiving](#) from all of us at Kettle Creek Conservation Authority. A reminder that the KCCA Admin Office will be closed for Thanksgiving on Monday, October 9. The office will reopen at 8:30am on Tuesday. Have a wonderful long weekend! Thanks to the creative visitor who left a piece of natural art at Lake Whittaker beach. Our staff enjoyed finding this surprise, and we couldn't resist sharing!

Our staff recently encountered a Bowfin during an electrofishing survey. Bowfins are living fossils. You can identify them by their long fin that extends from head to tail. These native warm-water fish go by various names, such as freshwater dogfish, mudfish, grindle, and beaverfish. Bowfins are exceptional predators, known for hunting crayfish and frogs in weedy waters. Another cool fact: Bowfins can actually breathe air from the water's surface, allowing them to thrive in unique environments!



Facebook/Instagram

Summary

October 2023



Facebook Followers: 3,605

Instagram Followers: 1,276

Facebook Post Reach: 15,554

Instagram Reach: 693



Kettle Creek CA @KettleCreekCA · Oct 2

Promote



What a fantastic start to the Carolinian Forest Festival at Springwater Conservation Area! Over the course of four days, we'll be joined by 2,000 students from grades 6 and 7 from @TVDSB and @LDCSB to learn about forest ecosystems, biodiversity & endangered species.



Kettle Creek CA @KettleCreekCA · Oct 6

Promote



Expressing a forest of gratitude! The Carolinian Forest Festival is entirely self-funded and wouldn't be possible w/out support from @TVDSB, @LDCSB, @TDFEF, Elgin Stewardship Council and @HuronTractorLtd #StOnt. Thank you for helping us to connect local students to nature.



Twitter Summary

October 2023

Impressions: 2,500

Tweets: 10

Followers: 1,384



Corporate Services

- All campground computers packed up and safely stored for the off-season.
- Assisted with the Carolinian Forest Festival setup Sept 29 and on site at the festival October 2 to October 5
- Working on the 2023 distribution of Hydro deposits at Dalewood
- Reconciliation of daily campground financial sessions and monthly campground reports
- Setup projects on Megin maps for data collection of the 2023 tree planting and wetland creation sites, and trail assessments
- LWCA and DWCA campsite photo project completed; updated campsites pictures will be ready for 2024 on the Reserve America system.
- Applied and successfully received funding from Ontario's Southwest Tourism for 2024 marketing
- Communication of Kirk Cousins Management Area closure complete

Flood Forecasting/Environmental Monitoring

- Completed the monitoring and maintenance of the three Lake Whittaker CA Small Drinking Water Systems for the camping season.
- Attended the 2023 Ontario Flood Forecasting and Warning Workshop in Toronto from September 18-19, 2023.
- Completed the fall dam inspections for Dalewood, Union and Lake Whittaker Dams on September 20, 2023
- Attended the Board Tour on September 22, 2023 and provided information on KCCA's flood forecasting and warning program and the Dalewood Dam.
- Managing the Flood Hazard Identification and Mapping Program (FHIMP) project to update floodplain mapping in the Dodd Creek subwatershed. Staff attended a progress report meeting with Aquafor Beech on October 10, 2023.
- Working with True Consulting engineers on changing the operation of the Dalewood Dam to lift the stop logs over the winter months to improve safety and reduce the hydrostatic pressure on the dam during the time of increased flows due to flood events. A full report is included in the board package.
- Collected surface water samples throughout the KCCA watershed for the month of September as part of the ongoing (PWQMN) surface water monitoring program.
- Reviewing municipal drain maintenance notifications and new drainage works proposals and attending site visits as needed.

Stewardship and Outreach

- Hosted the Carolinian Forest Festival October 2-5, 2023 where ~2,000 grades 6 and 7 students learned about forest ecosystems, biodiversity and climate change through 37 hands-on activities linked to the Ontario Curriculum. Feedback from one teacher included “Thank you so much for such an incredible opportunity this past week. My class and myself had an absolute blast at the Carolinian Forest Festival. We learned a ton, they answered questions (about topics that they have been currently learning about in class) and had a lot of fun. Everything was educational, informative and relevant. It was organized well, and the communication was fantastic. I just once again want to thank you and all the volunteers for all that you do.”
- Attended Central Elgin municipal council meeting to present the KCCA’s Cost Apportioning Agreements for Category 3 programs and services
- Completed progress reporting for outreach and education and BMP funding received from the Ontario Ministry of Agriculture, Food and Rural Affairs
- Attended a meeting of stakeholders for the 200 Trees/200 Years project in Port Stanley

Forestry

- Staff continue to treat phragmites on KCCA properties and 4 private properties
- Staff led a planting event with employees from Graham Scott Enns on October 13 to plant potted shrubs along the shoreline of Lake Margaret
- Year 1 survival assessments for Spring 2023 tree planting sites are underway
- TD Tree Days volunteer planting event being held in St. Thomas on October 14, 2023. Over 60 volunteers will plant 300 potted trees at Waterworks Park

Conservation Areas and Maintenance

- Conducting inspections of all KCCA trails and trail structures
- Preparing Kirk Cousins Management Area parking lot for upcoming work by removing old parking barrier and posts
- Ongoing maintenance of KCCA lands in terms of grass cutting and trimming
- Equipment going in for after season service to be ready for 2024
- Campgrounds closed for the season on September 30th; all seasonal campers trailers removed, buildings boarded up and pools winterized.
- Starting off-season property maintenance, branch pruning, site rehab, drainage work, leaf blowing/mulching etc.
- Air compressor booked for end of October to winterize water lines

TO: Board of Directors
FROM: Jennifer Dow
Date: October 18, 2023
Subject: October 2023 Watershed Conditions Report
Recommendation: For information



PURPOSE

To inform the Board of Directors of the current and seasonal watershed conditions.

REPORT SUMMARY

- Lake Erie and watershed watercourses are fluctuating with rain events. Lake Erie is continuing its seasonal decline.
- Seasonal inspections and maintenance completed at Dalewood Dam, Union Dam and Lake Whittaker Dam.

BACKGROUND

As of October 10, 2023, Lake Erie's static water level daily mean was 174.40m. This water level is 28cm above Lake Erie's period-of-record (1918-1922) average, 8cm higher than what was recorded at the same time last year, and 54cm lower than the 2019 record high. This level does not account for any increase in water levels due to storm surge or wind driven waves. Lake Erie dropped 15cm over the month of September, where normally, Lake Erie experiences an 9cm long-term average decline. Water levels in Lake Erie are expected to remain above average over from October 2023 to March 2024 but will continue its seasonal decline of approximately 10cm.

The KCCA watershed historically receives 74.6mm of rain during the month of September. The watershed received 33% of the average total rain for the month of September. The three-month precipitation levels are well above normal for July to September. The Environment Canada outlook for October to December indicates above normal temperatures and near normal precipitation for the region.

As of October 11, 2023, there are three CAs in a confirmed Level 1 Low Water Condition in the Southern Region: Grand River CA, Toronto Region CA and Central Lake Ontario CA.

Staff completed the fall dam inspections at the Dalewood, Union and Lake Whittaker Dams. As part of KCCA's seasonal dam maintenance, the low flow valves at Dalewood Dam and Union Dams were operated.

Staff attended the 2023 Ontario Flood Forecasting and Warning Workshop in Toronto. This event provided a forum for conservation authorities, municipal emergency management policy makers, and government organizations to discuss the challenges and opportunities in Ontario's flood industry. Highlights of the event were presentations on the 2022 Winnipeg River Basin flood, hydrometric monitoring and maintenance, snow surveys, case studies on ice jam breakups and communication during flood events.

RECOMMENDATION

For information.



Beautiful fall colours at Lake Whittaker on September 27, 2023.

HAMILTON CONSERVATION AUTHORITY

MOTION

Board of Directors: September 7, 2023

MOVED BY: Brian McHattie

SECONDED BY:

Whereas over the past several years the Provincial Government has amended the Conservation Authorities Act to reduce the effectiveness of Conservation Authorities in protecting natural heritage (i.e., Bill 23, and;

Whereas, the Provincially Significant Wetland Evaluation System has also been changed leading Conservation Ontario to estimate that over 80% of the wetlands that currently receive protection will lose this status, and;

Whereas, legislative changes implemented January 1, 2023 to Conservation Authority roles related to Natural Heritage and review under prescribed Acts as well changes to the Ontario Wetland Evaluation System, as well as remaining legislative changes regarding Conservation authority development regulations that have not yet come into effect, if implemented, would have serious unintended consequences, and;

Whereas recent reports by the Provincial Auditor-General and the Integrity Commissioner have raised serious concerns on the bias and lack of transparency and fairness in the Greenbelt removals, drawing conclusions that the changes unfairly benefitted private landowners, and;

Whereas, the role of Conservation Authorities in protecting natural heritage and mitigating/ adapting for climate change has never been more important in light of the 6th Mass Extinction in biodiversity and the increasing possibility that Canada and the world will not meet the Paris Accord greenhouse gas target limiting temperature rise to less than 1.5 degrees Celsius, and;

Whereas the Hamilton Conservation Authority's ability to provide comments on natural heritage to the City of Hamilton is critical and must be restored.

Therefore:

That the Hamilton Conservation Authority Board of Directors respectfully request that:

- a) the Province of Ontario reverse recent changes to the Conservation Authorities Act and Provincially Significant Wetland Evaluation System that adversely affect natural heritage protection, and;

- b) the Province of Ontario's Auditor General undertake an investigation into the processes that were followed to make the above policy decisions, and whether this decision-making structure and its outcomes provide Ontarians with value for money, and;
- c) That the Hamilton Conservation Authority Board requests that City of Hamilton Council provide similar direction to the Province of Ontario and;
- d) That a copy of this Hamilton Conservation Authority Board of Director's motion be shared with local Members of Provincial Parliament, Conservation Ontario and all conservation authorities in Ontario.

Conservation Authorities and Natural Hazards Section, Policy Division
Ministry of Natural Resources and Forestry
300 Water Street
Peterborough, ON K9J 8M5

By Email: ca.office@ontario.ca

September 27, 2023

RE: Request for an Extension to Conclude Cost Apportioning Agreements

Dear Minister Smith,

On behalf of the Kettle Creek Conservation Authority, I am writing to formally request an extension to the January 1, 2024, transition date for completion of our Cost Apportioning Agreements for Category 3 programs.

We have 7 participating municipalities with whom we are negotiating Category 3 Cost Apportioning Agreements. To date, 5 municipalities have approved and/or signed agreements: Southwold; Middlesex Centre; Thames Centre; Central Elgin and Malahide.

The City of London and the City of St Thomas, which collectively represent 84.36% of KCCA's total levy expect to have the Cost Apportioning Agreement on Council Agendas in late October.

As our largest member municipalities have yet to formally consider the agreements at their respective Councils, the following motion was passed at KCCA's September 20, 2023 Full Authority meeting:

FA106/2023

Moved by: Lori Baldwin-Sands

Seconded: Frank Berze

That the October 1, 2023 Progress Report be received; and further that Staff be directed to request an extension to the January 1, 2024 deadline to execute Cost Apportioning Agreements with all member municipalities.

Carried

KCCA and its member municipalities that have yet to sign agreements, remain committed to complete negotiations towards compliance in 2023. However, to allow time for effective communication of any necessary changes following Council consideration, KCCA is requesting an extension to the January 1, 2024 deadline. KCCA is confident that all agreements will be in place by March 31, 2024.

Your consideration of this request is appreciated.

Sincerely,



Elizabeth VanHooren
General Manager/Secretary Treasurer

Balance Sheet Statement For the Period Ending September 30, 2023

	ACTUAL YTD
ASSETS	
Petty Cash and Till Floats	1,900.08
Royal Bank Account Balance	764,288.89
Short Term Investments	1,258,395.89
Accrued Income	9,250.00
Inventory	17,226.01
Prepaid Expenses	0.00
Accounts Receivable	241,201.99
Current HST ITC Receivable	0.00
Current HST Rebate Receivable	0.00
Work in Progress - Capital	114,910.04
Tangible Capital Assets	5,734,858.55
Amortization - TCA	(2,355,720.93)
Total Assets	5,786,310.52
LIABILITIES	
Accounts Payable	(47,513.93)
Outstanding Bank Transactions	7,571.12
Benefits Payable	0.00
HST Payable	(155.57)
Bank Loan	0.00
Deferred Campground Revenue	(272,600.00)
Deferred Project Income	(121,006.86)
Deferred Capital Funds Received	(454,134.87)
MUNICIPAL POSITION DETAIL	
SPP Reserve	(80,770.41)
Stewardship Reserve	(92,009.13)
Watershed Rehabilitation Reserve	(175,169.07)
Campground Reserve	(56,294.32)
Legal Reserve	(41,945.55)
Carolina Forest Festival Reserve	(53,711.14)
Wage Subsidy Reserve	(111,748.90)
Conservation Lands Management Reserve	(108,346.45)
Operating Reserve	(17,000.00)
Infrastructure Replacement	
Building Replacement	(77,008.75)
Infrastructure Replacement	(230,801.47)
Technology and Communication Replacement	(29,859.89)
Vehicle and Machinery Replacement	(36,388.09)
Capital Projects	0.00
Tangible Capital Assets	(3,032,053.90)
Prior Years (Surplus) Deficit	0.00
Current Year (Surplus) Deficit	(755,363.34)
Total Liabilities	(5,786,310.52)
(SURPLUS) DEFICIT	0.00

Kettle Creek Conservation Authority
Revenue and Expense Summary
For the Period Ending Sep 30, 2023

	BUDGET ANNUAL	ACTUAL YTD	% SPENT TO DATE
REVENUE			
Municipal Levies	1,099,500.00	1,099,500.43	100.00%
User Fees and Sales			
Lake Whittaker CA	485,704.00	525,394.79	108.17%
Dalewood CA	431,320.00	487,836.86	113.10%
Other	50,779.00	64,651.10	127.32%
Transfer from Reserve	303,587.00	0.00	0.00%
Ministry of Natural Resources	61,770.00	61,770.00	100.00%
Other Revenue and Grants	506,614.00	436,552.17	86.17%
Interdepartmental Transfers	303,587.00	0.00	0.00%
Donations	0.00	469,712.69	0.00%
Total Revenues	3,242,861.00	3,145,418.04	97.00%
EXPENDITURES			
Program Operations			
Flood Forecast and Warning	286,648.00	175,972.60	61.39%
Dam Maintenance	102,323.00	91,640.26	89.56%
Information and Education	76,157.00	55,893.00	73.39%
Tree and Woodlot Management	64,183.00	45,241.44	70.49%
Environmental Planning and Regulations	86,337.00	57,279.48	66.34%
Source Water Protection	146,277.00	99,897.00	68.29%
Subwatershed Rehabilitation	249,762.00	230,859.77	92.43%
GIS and Data Management	48,493.00	40,153.55	82.80%
Significant Areas	225,794.00	191,268.41	84.71%
Administration	179,239.00	146,552.71	81.76%
Stewardship	187,705.00	112,016.07	59.68%
Lake Whittaker Conservation Area	450,490.00	409,016.83	90.79%
Dalewood Conservation Area	412,475.00	382,443.29	92.72%
Other Conservation Area Expenditures	32,840.00	18,957.49	57.73%
Children's Water Festival/Carolinian Forest Festival	42,492.00	14,599.29	34.36%
Vehicle and Equipment	59,977.00	62,691.82	104.53%
Volunteerism and Fundraising	324,930.00	255,571.69	78.65%
Amortization	142,739.00	107,053.74	75.00%
Total Expenditures	3,118,861.00	2,390,054.70	76.63%
SURPLUS (DEFICIT)	124,000.00	755,363.34	

TO: Board of Directors
FROM: Jennifer Dow
Date: October 18, 2023
Subject: Dalewood Dam Municipal Class Environmental Assessment Process



Recommendation: Based on the Dalewood Dam Options Report July 2023, that staff be directed to allocate \$30,000 in the 2024 budget to initiate the Environmental Assessment process in 2024.

Recommendation: That the Dalewood Dam Seasonal Inspection conducted by GD Vallee dated October 3, 2023 be received.

PURPOSE

To seek direction on initiating the MCEA process for the Dalewood Dam in 2024 based on the completed Dalewood Dam Options Report.

REPORT SUMMARY

- The 102-year-old Dalewood Dam requires costly repairs to the concrete structure, in particular to the spillway and wingwalls.
- GD Vallee was retained to prepare an options assessment to determine the next steps in managing the Dalewood Dam. The engineering consultant prepared a presentation for the board at the September Full Authority meeting.
- Board members had an opportunity to visit the dam and see the condition during the Board Watershed Tour in September.
- The next step is to initiate the Municipal Class Environmental Assessment (MCEA) process to gather public feedback on the options as presented.
- An MCEA can be scoped to meet authority needs but should be included in the 2024 budget process.
- Staff estimate that \$30,000 is a reasonable budget and can be accommodated in the 2024 budget with potential support through WECl funding.
- An engineering consultant from GD Vallee completed the most recent seasonal inspection on October 3, 2023 (see attached letter).

BACKGROUND

At the September 20, 2023, Full Authority meeting, staff and a representative from GD Vallee presented the Dalewood Dam Options Assessment. The final report investigated the advantages and disadvantages of a variety of options ranging from a “do nothing” approach to decommissioning/removal of the dam. Members of the Board and staff had an opportunity to view the Dalewood Dam at the September Board Watershed Tour.

A major discussion point for this process is what is the long-term vision for the Dalewood Dam. Firstly, should the dam remain, or should it be removed? If the long-term vision is to keep the dam in place, the decision is between dam rehabilitation and dam replacement.

According to the Options Report, the engineering consultant is recommending three viable options for KCCA to consider:

Option	Municipal Class EA	Cost	Lifespan	Note
Major Rehabilitation	Exempt or Schedule B	\$1.4M (-30% to +50%)	25 (+/-) years	Addresses the problem statement
Replace Structure (Reduced Capacity)	Schedule B	\$1.9M (-30% to +50%)	75 (+/-) years	Addresses the problem statement
Removal (Decommissioning)	Schedule B	\$1.3M (-30% to +50%)	Indefinite/ permanent	Addresses the problem statement

In considering which option to ultimately enact the Board should weigh input from the public and other stakeholders. This can be facilitated through the Municipal Class EA process. The MCEA enables the planning and implementation of municipal infrastructure to be undertaken in accordance with an approved procedure designed to protect the environment.

The Municipal Class EA process can have up to five phases (with optional and mandatory consultation requirements), depending on the schedule.

PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
Problem or Opportunity	Alternative Solutions	Alternative Design Concepts for Preferred Solution	Environmental Study Report	Implementation
Optional Consultation	Mandatory Consultation	Mandatory Consultation	Mandatory Consultation	Optional Consultation

Phase 1 Identify the problem (deficiency) or opportunity.

Phase 2 Identify alternative solutions to address the problem or opportunity by taking into consideration the existing environment, and establish the preferred solution taking into account public, Indigenous Community and review agency input. The appropriate Schedule for

the undertaking is determined at this point. The decision is documented in a Project File Report for Schedule B projects. Schedule C projects proceed through Phases 3 and 4.

Phase 3 Examine alternative methods of implementing the preferred solution, based upon the existing environment, public, Indigenous Community and review agency input, anticipated environmental effects and methods of minimizing negative effects and maximizing positive effects.

Phase 4 Document, in an Environmental Study Report a summary of the rationale, and the planning, design and consultation process of the project as established through the above Phases, and make such documentation available for review by agencies, Indigenous Communities and the public.

Phase 5 Complete contract drawings and documents and proceed to construction and operation; monitor construction for adherence to environmental provisions and commitments. Where special conditions dictate, also monitor the operation of the completed facilities.

The three recommended viable options for the Dalewood Dam fall into the category of Schedule B projects. These projects have the potential for some adverse environmental effects. The proponent is required to undertake the first two phases of the assessment process, involving mandatory contact with directly affected public and relevant review agencies, to ensure that they are aware of the project and that their concerns are identified and considered. A Project File must be prepared and made available for review by any interested person or party. If there are no outstanding concerns, then the proponent may proceed to implementation (Phase 5) once the regulatory process has been completed. Schedule B projects generally include improvements and minor expansions to existing facilities or smaller new projects.

Feedback through this process would help inform the Board's final direction.

Budget

KCCA staff are recommending developing a budget for the MCEA process to be initiated in 2024. A dam project budget line is included in the proposed 2024 budget for the amount of \$30,000 to cover the costs of required studies and engineering support through the MCEA process. Project spending will be dependent on the disbursement of Water and Erosion Control Infrastructure (WECI) funding.

The next round of WEIC funding for the 2024-2025 fiscal year is expected to be released in February 2024. A successful WEIC application will fund 50% of the proposed project costs. However, funding is not guaranteed and is dependent on the number and size of applications from all CAs and the final scoring of each project submitted to the committee for review. Projects must be completed in the fiscal year April 1 to March 15. Funding for the WEIC program will be subject to final provincial budget allocation and approval.

As part of the WECl application process, projects require municipal support or board authority budget approval demonstrating financial commitment. KCCA staff will seek board support for the WECl funding application for the MCEA at Dalewood Dam in February 2024.

In the interim, due to the continued deterioration of the existing dam, KCCA will continue with seasonal inspections until the MCEA is completed and the preferred alternative is implemented.

An engineering consultant from GD Vallee completed the most recent seasonal inspection on October 3, 2023 (see attached letter). No change was observed in the North upstream, South downstream and South upstream wingwalls. However, the North downstream wingwall continues to show progressive deterioration since the previous inspection. No significant change to the condition of the spillway was observed, however flowing water over the spillway will continue to cause erosion and deterioration over time. GD Vallee maintains the recommendation that the repairs to the dam wingwalls should be completed within 1-5 years, while the repairs to the spill way should be completed within 1 year.

Recommendation: Based on the Dalewood Dam Options Report July 2023, that staff be directed to allocate \$30,000 in the 2024 budget to initiate the Environmental Assessment process in 2024.

Recommendation: That the Dalewood Dam Seasonal Inspection conducted by GD Vallee dated October 3, 2023 be received.



vallee

*Consulting Engineers,
Architects & Planners*

Kettle Creek Conservation Authority
44015 Ferguson Line,
St. Thomas, ON, N5P 2T3

Oct. 3, 2023

**Attention: Jennifer Dow
Water Conservation Supervisor**

**Reference: Dalewood Dam Rehabilitation
Dam Condition and Rehabilitation – October 3rd, 2023 Seasonal Inspection
Our Project # 21-253**

As previously requested by KCCA, we completed our most recent seasonal inspection of the Dalewood Dam on October 3rd, 2023.

Overall, the dam spillway, and wall structures are continuing to deteriorate. A summary of the observations and recommendations for the elements is below:

Wingwalls:

The accessible portions of the upstream and downstream wingwalls were inspected. The following was observed:

- No change was observed on the North upstream wingwall.
- The North downstream wingwall is continuing to deteriorate. Spalling has continued on the top portion of the wingwall since the previous inspection. An additional 0.1 m² (+/-) of delaminated area was noted on the wingwall face since the previous inspection on June 8th, 2023. See attached photo 1. "Delaminated Area of North Downstream Wingwall" and photo 2. "Spalling on North Downstream Wingwall"
- No change was observed on the South downstream wingwall.
- No change was observed at the South upstream wingwall.
- We recommend that repairs and re-facing of the dam wingwalls should be completed within 1 to 5 years.

Dam Spillways and Piers:

During the inspection on October 3rd, the downstream water levels were low enough to access the downstream slab adjacent to the spillway. The upstream water level was below the top of the stop logs. See attached photo 3. "Spillway Face".

- No significant change to the condition of the spillway or piers was observed since the previous inspection completed on June 8th, 2023.
- Water flowing over the spillway will continue to erode the deteriorated areas over time.
- We recommend that repairs to the dam spillway and piers should be completed within 1 year.

Downstream Retaining Walls:

The accessible portions of the upstream and downstream retaining walls were inspected:

- Deterioration of the downstream retaining walls is continuing at the corners with the downstream wingwalls. The depth of spalling and delamination is approximately at the mid-point of the corner between the walls. See attached photo 4. “Corner of Downstream Retaining Wall at Wingwall”
- No change was observed at the downstream retaining walls since the previous inspection completed on June 8th, 2023.
- We recommend that repairs to the deteriorated areas of the downstream retaining walls should be completed within 1 to 5 years.

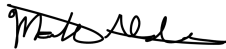
The dam must continue to be monitored by a Professional Engineer seasonally until all rehabilitation work or decommissioning is undertaken.

We respectfully advise that delay of the required work will result in the advancement of deterioration, and increased risk.

In the event that the condition of the structure changes please contact us immediately to complete an inspection and provide further recommendation.

I trust that the information provided is satisfactory. Please do not hesitate to contact us if you have any questions.

Sincerely,



Matt Alderson, C.E.T.

G. DOUGLAS VALLEE LIMITED

Reviewed by: Ryan Elliott, P.Eng., BDS



CC: Elizabeth VanHooren, KCCA

h:\projects\2021\21-253 dalewood dam\reports\21253 letter - dalewood dam condition - oct. 3 inspection.docx

G. DOUGLAS VALLEE LIMITED
Consulting Engineers, Architects & Planners



Authorized by the Association of Professional Engineers of Ontario
to offer professional engineering services.





1. Delaminated Area of North Downstream Wingwall



2. Spalling on North Downstream Wingwall



3. Spillway Face



4. Corner of Downstream Retaining Wall at Wingwall

G. DOUGLAS VALLEE LIMITED
Consulting Engineers, Architects & Planners

TO: Board of Directors
FROM: Jennifer Dow
Date: October 18, 2023
Subject: Dalewood Dam Stop Log Operations



Recommendation: That the Report from True Consulting on the Dalewood Dam Stop Log Operations dated October 10, 2023, be approved; and further,

That based on the advice provided, staff be directed to make the necessary changes to the operations of the Dalewood Dam effective immediately.

PURPOSE

To inform members of recommended changes to the operation of the Dalewood Dam based on a letter of advice provided by True Consulting dated October 10, 2023.

REPORT SUMMARY

- A Hazard Potential Classification (HPC) was completed in 2019 for the Dalewood Dam which classifies it as LOW.
- The Dalewood Dam can not surpass the 100-yr flood without overtopping the deck and earth embankments unless all the stop logs are lifted.
- New lifting devices and stoplogs were installed in 2021 as an economical solution to meet the required freeboard for the passage of the Inflow Design Flood (IDF).
- Staff retained True Consulting to prepare an engineering memo outlining recommendations for the operation of the stop logs.
- Staff retained North-South Environmental to complete an Ecological Investigation of the Dalewood Reservoir prior to lifting the stop logs to determine any negative impacts.
- The proposed updated operating procedure to lift stop logs in late fall and replace following the spring freshet is a practical recommendation that may provide the dam with an extended service life and lower maintenance until a long-term solution is implemented.
- As a desktop exercise, True Consulting prepared maps of the Dalewood Reservoir using existing bathymetry survey data and LiDAR to visualize what the reservoir might look like with the stop logs removed over the winter months.

BACKGROUND

A Hazard Potential Classification (HPC) was completed in 2019 by GHD which determined that the Dalewood Dam is classified as LOW in terms of the Inflow Design Flood (IDF), and as such, meets current dam safety standards. However, the dam can not surpass the 100-yr flood without overtopping the deck and earth embankments unless all the stop logs are lifted.

A Geotechnical Investigation and Structural Assessment was completed in 2020 by GHD which determined that due to the condition of the wingwalls, raising the embankments to meet the required freeboard for the passage of the IDF was not recommended as raising the crest could introduce additional loads on the structure. It was determined that the installation of new lifting devices and stop logs would be a more economical solution, as the issue of freeboard for the passage of the IDF could be addressed by lifting the logs in advance of forecasted significant flood events. Consequently, new metal stop logs, and manual log lifters were installed in 2021 to facilitate easier and safer operations of the dam.

In light of staff investigating options for the maintenance and repair of the Dalewood Dam, KCCA retained True Consulting at a cost of \$2,000 to prepare an engineering memo (attached) outlining recommendations for the operation of the dam stop logs to safely pass the IDF.

Currently, KCCA operates the dam by maintaining the stop logs in place in all bays year round. The 2020 HPC report indicates that with all stop logs removed from all bays, the dam can safely pass the 100-year flood without overtopping its earthen embankments or its concrete deck. With the new working mechanism to lower and lift stop logs in place on the dam, this represents a key improvement for both short- and long-term maintenance of the dam site (as it reduces the risk of the dam overtopping).

Removing the stop logs in advance of forecasted major flood events and over the winter months lowers the risk of dam overtopping, prolongs the dam's remaining lifespan by reducing the hydrostatic pressure on the dam, will lower long-term maintenance requirements, and generally follows best management practice. The updates to the operational plan are supported by analysis of the historic stream flow data upstream of the dam site.

As a result, True Consulting recommends that the stop logs at Dalewood Dam be removed from all bays in late fall (by October 31), and then be put back following the passage of the spring freshet (sometime mid to late April, depending on watershed conditions).

As a desktop exercise, True Consulting prepared maps of the Dalewood Reservoir using existing bathymetry survey data and LiDAR to visualize what the reservoir might look like with the logs removed over the winter months.

True Consulting also recommended that KCCA complete an ecological assessment of the reservoir before the logs were lifted to determine if there would be any negative impacts to the ecosystem upstream of the dam during the winter months. Due to the short timing window to complete this project, staff obtained approval from the Board Chair and Vice Chair to proceed

with the retaining of an ecological consultant to complete an Ecological Investigation of the Dalewood Reservoir conditions before and after the logs are lifted at a cost not to exceed \$5,732. The field work and summary letter will be completed prior to stop log removal.

Budget

KCCA staff will be applying to WECI for potential reallocation funds in January 2024 to offset the additional costs incurred due to the changes in dam operations. A successful WECI application will result in 50% cost share. Unfortunately, reallocation funds are not guaranteed and are dependent on currently approved projects having a reduction in cost or being cancelled which frees up available funds for distribution to other projects.

Recommendation:

That the Report from True Consulting on the Dalewood Dam Stop Log Operations dated October 10, 2023 be approved; and further

That based on the advice provided, staff be directed to make the necessary changes to the operations of the Dalewood Dam effective immediately.



October 10, 2023

Our File: 2389-041

Kettle Creek Conservation Authority
44015 Ferguson Line
St. Thomas, ON N5P 3T3

Attn: Jennifer Dow

Dear Ms. Dow:

Re: *Dalewood Dam Stop Log Operations*

Thank you for the opportunity to provide engineering services on this assignment. The intent of this memo is to offer recommendations to altering operations of the Dalewood Dam in light of recent hydrotechnical study findings and infrastructure upgrades at the dam site.

Dalewood Dam is located in St. Thomas, Ontario on the Kettle Creek river system. The dam has a central mass concrete spillway (about 6 m high) with a mechanism that allows stop logs (wooden and/or metal beams) to be placed on top of its concrete spillway. Placing stop logs on top of the spillway allows water levels in the upstream Dalewood Dam headpond to rise above the spillway (to the height of the stop logs). Conversely, removing the stop logs from the top of the concrete spillway lowers water levels in the headpond (by the height of the stop logs). Dalewood has a total of four stop log bays, with each bay housing a single 20 inch high stop log. The stop logs allow for limited control of water levels at the dam site.

Presently, KCCA operates the Dalewood Dam by placing a 20 inch stop log on top of the concrete spillway, thus raising the water level of the headpond accordingly (by 20 inches total, or about 0.5 m above the concrete spillway). Raised water levels during summer months provide significant recreational value to users of the Dalewood Conservation Area (camping, canoeing, kayaking, fishing, etc).

Current Operation, Maintenance and Surveillance (OMS) manual for Dalewood Dam states that dam is to be operated with stop logs being left in place (at all bays) year round.

A recently completed hydrotechnical assessment at Dalewood Dam (GHD, 2020) documented technical investigations that evaluated Hazard Potential Classification of the dam according to Provincial guidelines. As part of the 2020 work a detailed assessment of flow characteristics at the dam site was carried out, along with an assessment of the dam's hydraulic capacity. Hydraulic capacity quantifies how much flow can the dam safely pass without being overtopped. Overtopping of a dam poses a risk to a dam washout, and is to be avoided at all cost. The 2020 analysis found the following:

- a) The dam was evaluated against 100-yr flood standard, which was identified as a peak flow of 212.69 m³/s.
- b) With all stop logs removed from all bays, the dam can safely pass the 100-yr flood without overtopping its earthen embankments or its concrete deck.
- c) With 20 inch stop logs left in place (in all bays), the dam reaches the threshold for overtopping during an approximately a 10-yr flood. Overtopping of the dam could cause its downstream embankment slopes to erode, which could ultimately lead to the washout of the dam itself.

Stemming from the findings of the 2020 hydrotechnical analyses, KCCA commissioned replacement to Dalewood's (then deteriorated) stop logs, and arranged for installation of a new stop log lifting/lowering mechanism. Having a working mechanism to lower and lift stop logs represents a key improvement for both short- and long-term maintenance of the dam site (as it reduces the risk of the dam overtopping).

Given that KCCA has technical analyses on file (GHD, 2020) that recommend altering Dalewood's current operating plan, and given that upgraded infrastructure at the dam allows for stop logs to be lowered and lifted, recommendation to updating the current operating plan can now be made. The intent of this memo is therefore to recommend updates to the current operating plan (where 20 inch stop logs are left in place year round). Further, removing stop logs from the concrete spillway during times of major flood events lowers the risk of dam overtopping, prolongs the dam's remaining lifespan, lowers long-term maintenance requirements, and generally follows best management practice. The updates to the operational plan are supported by analysis of the historic stream flow data upstream of the dam site (discussed below).

Analyses of the historic flow data from the Water Survey of Canada gauge upstream of Dalewood (Kettle Creek above St. Thomas, gauge id. 02GC029) for years 1986-2022 shows that out of 35 years of valid data, 29 years (or 83%) had the annual maximum peak flow occurring during the late fall and spring seasons. Based on the historic record majority of the annual maximum floods take place during late fall, winter and spring, when there is limited recreational demand for higher water levels at the Dalewood's headpond.

Further, historic record also suggest that summer convective storms (high intensity rainfall over relatively short durations) can lead to significant flooding in the Kettle Creek watershed. Such a storm occurred in late August of 1990, and represents the highest peak flow recorded in the above gauge. The flashy nature of the Kettle Creek watershed (quick response from short duration high intensity rainfall) implies that high flows during the summer months are possible, and have the potential to arrive quickly and without much warning.

Given that historic stream flow gauge record above St. Thomas suggests that majority of the floods occur during late fall to spring, a practical recommendation is offered to lower the

headpond levels prior to times of flooding. ***It is therefore recommended that 20 inch stop logs at Dalewood Dam be removed from all bays in late fall (by October 31), and then be put back following the passage of the spring freshet (sometime mid to late April, depending on watershed conditions).***

The above recommendation is believed to be practical, as recreational demands for higher water levels in the Dalewood's headpond would be low during the late fall, winter, and early spring months.

Should the above recommendation be adopted, an environmental consultant should be retained to investigate impacts of lowered water levels (which would last from late fall to spring each year) on vegetation from possible erosion near the shoreline of the headpond. A fisheries assessment should also be commissioned to investigate impacts of lowered winter water levels on aquatic habitat in the headpond. The same recommendation was made in GHD (2020) report as well.

Note the above recommendation does not deal with potential of flooding from summer convective storms, which, due to flashy nature of the Kettle Creek's watershed, can cause peak flows to rise quickly at the dam site. It is recommended that the operating rules for removing stop logs during the summer months be also added. A recommendation for summer operating rule is as follows: **if there is sufficient certainty in flood predictions (through flow forecasting techniques) that a summer extreme event higher than 100 m³/s is likely, 20 inch stop logs should be removed from all bays prior to the event, and then be placed back following the passage of the flood event.** The above provision to the amended operating rules is relevant, as summer extreme events can lead to extreme flows at the dam site with little warning. It is recognized that practical implementation of the above rule will be extremely challenging, as the state of the art of flood forecasting methodologies is highly uncertain, particularly for summer's convective storms on catchments that are flashy (as Kettle Creek system).

It is anticipated that the above operating rules would need to be refined and updated following improvements to flood forecasting techniques in the KCCA watershed. As flood forecasting improves, the above operating rules should be refined accordingly to reflect best available data and information. Until then, the above rules are believed to be practical to implement, and will provide Dalewood Dam (an aging asset) with increased service life and ultimately lower maintenance.

Figure 1 shows the extent of the water line for the configuration when stop logs are left in place, and for the configuration when stop logs are removed (from all bays). The water line extents has been estimated using a bathymetric survey of the reservoir completed in 2019 (GHD, 2020).

I trust the above is sufficient for your present purposes. Should you have additional questions, please do not hesitate to call.

Yours truly,

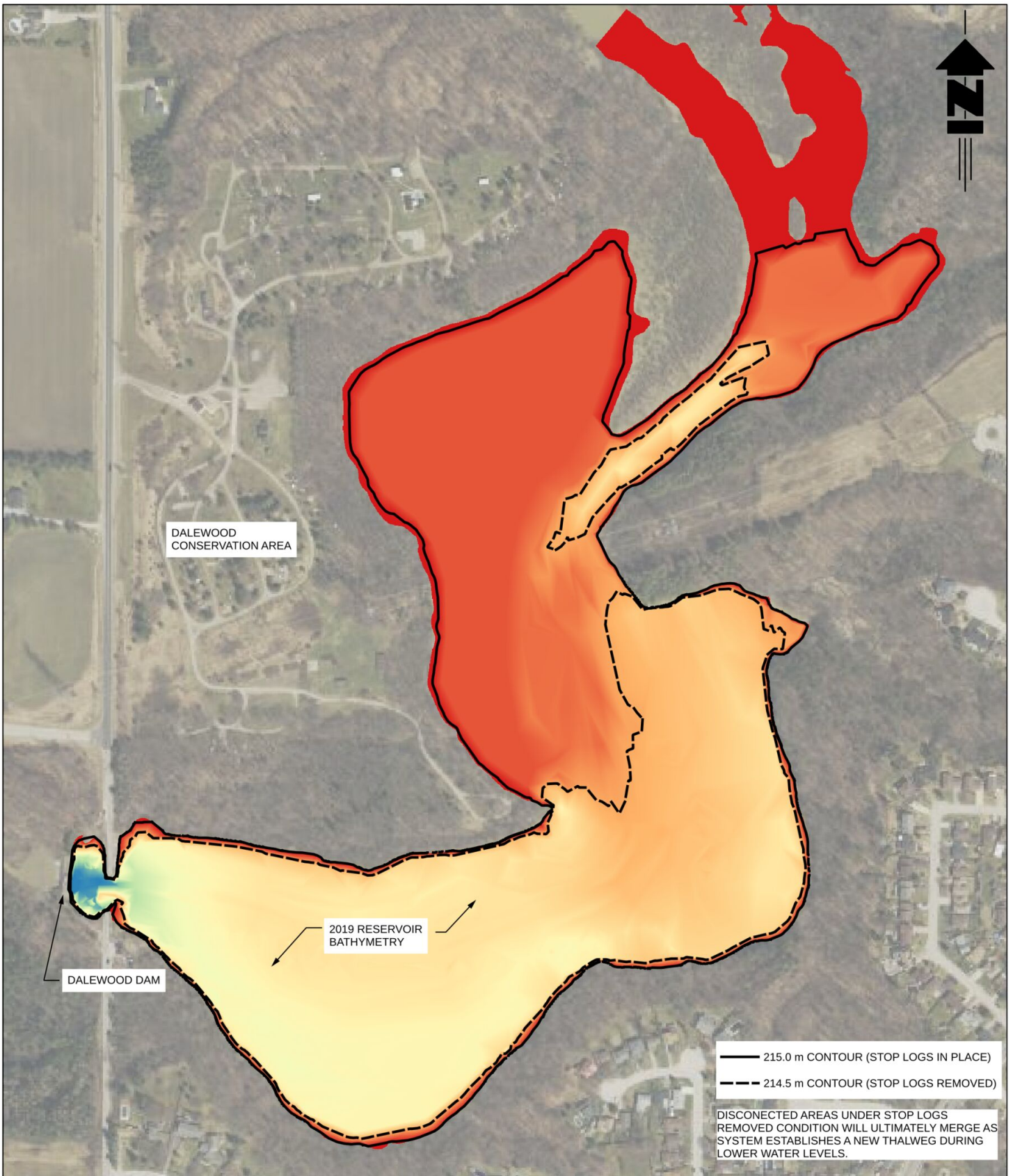
TRUE Consulting



Pat Prodanovic, Ph.D., P.Eng.
Water Resources and Coastal Engineer


References:

GHD (2020). Dalewood Dam Hazard Potential Classification Report, Prepared by GHD Limited on behalf of Kettle Creek Conservation Authority, February 2020.



SITE PLAN

**DALEWOOD RESERVOIR
PLAN AREA EXTENTS**

	DRAWN BY: PP	
	SCALE: 1:5,000	
PROJECT NO: 2389-041	FIG. NO:	REV.:
DATE: OCT 2023	1	0

TO: Board of Directors
FROM: Elizabeth VanHooren
Date: October 18, 2023
Subject: 2024-2027 Strategic Work Plan
Recommendation: That the 2024-2027 Work Plan be approved and used to finalise the 2024-2027 Budget.



PURPOSE

To present the 2024- 2027 Strategic Work Plan that can be used to finalize the four-year budget (2024-2027).

REPORT SUMMARY

- Staff have used the 2024-2027 objectives and priorities that were approved in June to formulate an achievable work plan based on a municipal levy increase of 7.5% in 2024 and 2025 and 4% in 2026 and 2027.
- The draft work plan includes a detailed description of each strategic objective’s associated priorities and a work plan for the period 2024 -2027. In addition to 2024 – 2027 budget considerations the work plan details various cost saving measures that have or will be undertaken to off-set increases in municipal levy.
- Measurable results are also given providing the reader with a sense of how staff are meeting or exceeding expectations.
- Due to anticipated budget constraints the following deliverables contemplated in June have been deferred from 2024-2027 pending additional funding or significant revenue increases:

- Avon Property Management Plan and Redevelopment
- Enhanced accessible passive recreation opportunities on CA lands

These two items represent a significant investment of staff time and resources. Adding them into the four-year plan would require municipal levy support or fundraising efforts beyond what is currently included in the draft budget.

- The work plan will be used to formulate a comprehensive budget package for member municipalities showcasing KCCA’s commitment to meet strategic priorities in a cost effective and efficient manner.
- Members are asked to review the document and provide feedback. The document will be a living document that will be updated and refined through the annual budget process.

KCCA 2024 – 2027 Strategic Work Plan

This document outlines Kettle Creek Conservation Authority's (KCCA) work plan for the period 2024-2027.

The Authority has organized its programs and services around five key deliverables each with its own strategic objective:

1. Natural Hazard Program

Maintain and/or enhance programs and services that safeguard people and property from natural hazards such as flooding and erosion and a changing climate.

2. Watershed Health

Maintain and/or enhance programs and services that monitor or contribute to the environmental health of the watershed through collaborative, integrated, science-based approaches.

3. Conservation Owned Lands

Maintain and/or enhance Authority owned lands to support outdoor recreational opportunities, protect natural features and mitigate the effects of invasive species and a changing climate.

4. Community Profile

Promote a positive community profile of KCCA's programs and services and foster respect for the Kettle Creek watershed through outreach, engagement and education.

5. Organizational Excellence

Ensure effective and efficient delivery of KCCA's programs and services in an equitable and respectful manner.

A detailed description of each strategic objective's associated priorities and a work plan for the period 2024-2027 is included in the table below. KCCA will continue to evaluate this document on an annual basis to refine annual budgets and levy requests and scale deliverables to available funds.

Natural Hazard Program:

Maintain and/or enhance programs and services that safeguard people and property from natural hazards such as flooding and erosion and a changing climate.

- Continue to maintain and modernize data, mapping and technology to improve staff safety, real-time observations during flood events, future hydrologic and hydraulic modelling and services to support corporate priorities.
- Assess and mitigate potential risks to KCCA’s water control infrastructure through a comprehensive asset management plan.
- Collaborate with municipalities to produce updated floodplain mapping and monitor shoreline erosion as necessary to prepare for a changing climate and support land use planning and emergency management.
- Review and update decision-making policies and tools to meet new regulatory and legislative requirements and provide timely technical advice.
- Increase awareness of the impact of natural hazards through pro-active community engagement.

2024 -2027 Work Plan

Plan Review and Permitting Services			
Standard Deliverables	2024-2027 Budget Considerations	Cost Savings Measures	Measurable Results
<p>Deliver the Authority’s permitting responsibilities, ensuring compliance with Ontario Regulation 181/06 and related policies, site inspections, communications with agents and consultants) and appropriate enforcement action.</p> <p>Meet the Authority’s delegated responsibility to represent the provincial interest in natural hazards (Section 3.1 of the Provincial Policy Statement) providing technical information and advice on land-use planning documents (Official Plans</p>	<p>Permits expected to be issued over the next four years are expected to increase as a result of growth in St. Thomas, Central Elgin and Southwold Township.</p> <p>As a result of Bill 23, changes are being proposed to the Regulation of Development for the Protection of People and Property from Natural Hazards in Ontario which will require mapping and policy updates.</p>	<p>Planning and Regulation Fees were increased in 2022 to match neighbouring CAs; provincial freeze on fee increases/modifications still in effect as per Minister Order.</p> <p>Backfilling request reduced from .8FTE to .5FTE to account for staffing requirements for CA deliverables.</p>	<ul style="list-style-type: none"> • KCCA is committed to meeting the high-growth CA service standards. • Receive, review and issue on average 64 permits annually • Receive, review and comment on an average of 100 Planning Act applications for natural hazard matters annually • Respond to on average 50 legal inquiries annually

<p>and Zoning By-Law Amendments, Subdivisions, Consents and Minor Variance</p> <p>Work with member municipality drainage superintendents to assess drain maintenance notifications, and review new drain proposals under the Drainage Act and Conservation Authorities Act (DART) protocol.</p>	<p>Backfilling requirements are combined with the estimate of an additional .5FTE for related CA Act requirements.</p> <p>Development of a Dune Management Plan is recommended as funds allow to provide technical guidance to staff, educational material to landowners and ensure compliance with development regulations to safeguard the public from shoreline flooding and erosion .</p>		
---	---	--	--

Floodplain Mapping/Technical Studies and Information Management

Standard Deliverables	2024-2027 Budget Considerations	Cost Saving Measures	Measurable Results
<p>Acquire and maintain Floodplain mapping and conduct necessary communication initiatives to inform stakeholders and update mapping in Board approved policies, Official Plans and KCCA’s online mapping.</p> <p>Data collection, mapping data sets and study of designs to mitigate hazards. Development and use of systems to collect and store data and to provide spatial geographical representations of data.</p>	<p>New MNRF 2023 Technical Bulletin-Flooding Hazards: Data Survey and Mapping Specifications technical guide suggests review of floodplain mapping every five years for urban areas and 10 – 15 for rural areas.</p> <p>KCCA has updated floodplain mapping for the main flood damage centres including Port Stanley (2019), St. Thomas (2021) and Talbotville (2023)</p>	<p>In the last five years, KCCA has conducted updates to floodplain mapping using a combination of reserves and Provincial/Federal Funding representing an investment of \$174,880.</p>	<ul style="list-style-type: none"> • Maintain and update floodplain/regulation mapping on KCCA’s website supporting 1803 online inquiries since the launch of the mapping portal in June 2023 • Implementation of a five-year regular review of floodplain damage centres

	<p>using a combination of reserves and Federal/Provincial funding initiatives.</p> <p>As a result of Bill 23, changes are being proposed to the Regulation of Development for the Protection of People and Property from Natural Hazards in Ontario which will require mapping and policy updates. Updates to watershed-wide floodplain mapping and priority areas should be considered based on available funds.</p> <p>Acquisition of SWOOP 2025 will aid in updating floodplain mapping and monitoring of shoreline and forestry layers.</p> <p>Support for maintenance/upkeep of RTK/Survey Equipment and data access.</p>		
Flood Forecasting and Warning			
Standard Deliverables	2024-2027 Budget Considerations	Cost Saving Measures	Measurable Results
Operate a flood forecasting and warning system to ensure that residents and municipalities are aware of potential flood related events in a timely manner.	Improve reliability and timeliness of KCCA's flood forecasting and modelling through implementation of watershed calibrated and	Staff are currently working with local Universities for beta versions of flood forecasting models at little to no cost.	Operate and maintain 3 stream gauges, 3 weather stations and increase the coverage of the precipitation network.

<p>Issue Flood messages (Conditions Statements, Watches and Warnings for shoreline and riverine systems) and conduct outreach and education on flood forecasting program and safety measures</p> <p>Monitor watershed conditions to detect low water conditions and support the Water Response Team in responding to low water events.</p>	<p>validated HEC-HMS hydrologic model.</p> <p>Install two additional solar powered cameras to facilitate safe flood monitoring.</p>		<p>Conduct a minimum of 13 snow surveys during the monitoring season (Nov 15-May 15).</p> <p>Conduct ice monitoring weekly from Nov 15-May 15</p> <p>Issue flood messages as required – annual average is 20</p> <p>Conduct Low Water Response Team meetings on an as-needed basis. On average 1 meeting annually.</p>
Dam Operations			
Standard Deliverables	2024-2027 Budget Considerations	Cost Saving Measures	Measurable Results
<p>Operate and maintain 3 dam structures on KCCA lands. Routine maintenance completed by KCCA staff or independent contractors as required. One erosion control structure is maintained.</p>	<p>Assess and determine short and long-term goals for the Dalewood Dam including developing a comprehensive financial plan to support required works.</p> <p>An estimated \$8,500 is required annually for Dalewood Dam maintenance/monitoring until major repairs can be completed.</p>	<p>KCCA is eligible to submit dam maintenance/repair/safety projects and studies to the Water Erosion Control Infrastructure Program that provides \$5 million in funding shared between 36 CAs based on a 50/50 cost share.</p>	<p>Complete Options Assessment and develop maintenance and financial plan for Dalewood Dam.</p>

Watershed Health

Maintain and/or enhance programs and services that monitor or contribute to the environmental health of the watershed through collaborative, integrated, science-based approaches.

- Maintain and/or enhance where necessary monitoring programs and networks to adequately monitor changes in watershed health due to land use changes, population growth, loss of forest cover and the impact of phosphorus loading and report regularly on progress.
- Maintain and/or enhance landowner services including tree planting, stewardship and invasive species management programs that offer technical advice and incentives to landowners to conduct best management practices on their lands by identifying and leveraging partnerships and funding opportunities.
- Encourage and support, where financially viable, strategic land acquisition to protect natural heritage, expand recreational opportunities and enable connectivity of existing KCCA landholdings.
- Support municipalities and other stakeholders to protect municipal drinking water sources through the implementation of Kettle Creek Source Water Protection Plan.
- Implement green infrastructure and restoration projects that mitigate the effects of climate change.

2024 -2027 Work Plan

Environmental Monitoring			
Standard Deliverable	2024-2027 Budget Considerations	Cost Saving Measures	Measurable Results
Provincial Water Quality Monitoring Network:	No changes are anticipated in this program area.	MECP provides equipment, supplies, training, laboratory analysis and data management. Existing full-time staff support the delivery of the program.	Collect monthly samples during ice free months from 4 PWQMN surface water locations throughout the watershed Maintain 7 PGMN ground water monitoring wells and collecting water quality samples 1 per year.
Provincial Groundwater Monitoring Network:	PWQMN is a 50+year relationship with MECP. PWGMN is a 20+year relationship with MECP.		

Source Watershed Protection			
Standard Deliverable	2024-2027 Budget Considerations	Cost Saving Measures	Measurable Results
<p>Meet the obligations of the Clean Water Act and those that have been assigned in the Kettle Creek Source Protection Plan.</p> <p>Support and Liaise with the Grand River Source Protection Authority and the Lake Erie Source Protection Committee and relevant municipalities to meet the requirements of the Clean Water Act.</p>	<p>No changes are anticipated in this program area.</p>	<p>Program supported 100% by Province.</p>	<p>Complete annual reporting requirements.</p> <p>Meet legislative requirements including attending Lake Erie Region Source Protection Committee Meetings and conducting Kettle Creek Source Protection Authority meetings as required.</p>
Enhanced Environmental Monitoring (Category 3 – Apportioning Agreement)			
Standard Deliverable	2024-2027 Budget Considerations	Cost Saving Measures	Metric
<p>Maintain and implement a watershed-wide monitoring program to inform watershed resource management decisions and contribute to data used in municipal planning.</p> <p>KCCA, in partnership with Conservation Ontario, prepares a Watershed Report Card every 5 years. The Report Card provides information to the public on surface water, groundwater, forest and wetland conditions in the watershed.</p>	<p>No changes are anticipated in this program area. Program is 20+years old.</p> <p>Lab fees have steadily increased over the last 5 years. 2023 is the last year of a discounted rate. Minimum 10-12% increase expected in 2024 with potential 3% year over year for 2025-2027.</p>	<p>Existing full-time staff support the delivery of the program.</p>	<p>Participate in the Ontario Benthos Biomonitoring Network by collecting and identifying aquatic invertebrates and collecting water quality information used in the Watershed Report Card. On average 30 benthic samples collected annually. Collect monthly samples during ice free months from 6 Source Water Protection surface water locations throughout the watershed. Data contributes to the Watershed Report Card.</p> <p>Report back to the public and other stakeholders through the Watershed Report Card.</p>

<p>Provide support and guidance for projects that require DFO review. Collection of fish community data as supported by DFO to determine watershed species, ranges and identify invasive species and aquatic species at risk.</p>		<p>Collection of fish community data in municipal drains is currently financially supported by DFO to determine watershed species, identify sensitive species and determine watercourse flows.</p>	
<p>Tree Planting Services (Category 3 – Apportioning Agreement)</p>			
Standard Deliverable	2024-2027 Budget Considerations	Cost Saving Measures	Metric
<p>Coordination and implementation of tree planting across the watershed including landowner support and technical advice, site plan development, over the counter sales, site preparation and tending, seedling and large stock tree planting, leading and facilitating community planting events and applying for and managing external funding in support of tree plantings.</p>	<p>Maintain a base level of a minimum of 45,000 trees per year.</p> <p>Secure long-term sustainable funding for program.</p>	<p>Staff constantly review program to ensure an appropriate mix of cost recovery from landowners (price per tree), municipal support and outside funding sources. Reserves are used to off-set costs but continued use of reserves is unsustainable.</p>	<p>Planting of an average of ~45,000 trees per year.</p> <p>4 member municipalities participate in the Greening Communities Program.</p>
<p>Stewardship/Landowner Services (Category 3 – no levy support required)</p>			
Standard Deliverable	2024-2027 Budget Considerations	Cost Saving Measures	Measurable Results
<p>Work with landowners and Municipalities to implement Best Management Practices to mitigate</p>	<p>Projects are scaled to available funding.</p>	<p>This program is self-funded independent of municipal levy.</p>	<p>Facilitate the management on average 7 invasive species projects per year.</p>

<p>flood and erosion hazards, improve and protect water quality, restore floodplains and river valleys, reduce nutrient contamination, restore and enhance wetlands to reduce flooding peaks and augment low flow, management of terrestrial non-native invasive species.</p> <p>Administration of the Elgin Clean Water Program and the Kettle Creek Clean Water Initiative, providing technical advice, applying for and managing external funding, promotion of stewardship and organizing outreach events.</p>			<p>Annual contribution to program from County of Elgin and Green Lane Community Trust since \$80,000</p>
--	--	--	--

Conservation Lands

Maintain and/or enhance Authority owned lands to support outdoor recreational opportunities, protect natural features and mitigate the effects of invasive species.

- Continuously update and monitor inventories and management plans for all landholdings with a focus on improved customer service and safety, infrastructure renewal, revenue generating opportunities and adequate staffing and resources to be responsive to a growing demand for local recreational opportunities.
- Ensure the health of ecosystems in landholdings through the effective management of invasive species, forestry best management practices etc.
- Promote and encourage the benefits of a healthy active lifestyle through the use of conservation lands and services.

2024 -2027 Work Plan

Conservation Authority Owned Lands – Significant Lands			
Standard Deliverable	2024-2027 Budget Considerations	Cost Saving Measures	Metric
<p>Management and maintenance of 8 Conservation Areas for passive recreation including 23.8 kilometers of hiking trails, signage, fencing, gates, pavilions, roadways, parking lots, trail structures, stewardship, forest management, hazard tree management, invasive species management, taxes and insurance.</p> <p>Strategic Acquisition of environmentally significant properties in the Kettle Creek watershed as guided by KCCA’s Land Acquisition and Disposition Policy.</p>	<p>The following deliverables are required to be developed by December 31, 2024 in accordance with O. Reg 686/21:</p> <p>Conservation Areas Land Inventory and a Conservation Areas Management Plan to guide the management of CA owned properties including: objectives, land mapping, identification of programs and services.</p> <p>A biological Inventory to be undertaken at LWCA to guide</p>	<p>KCCA is undertaking mandatory deliverables internally through backfilling. In addition to municipal levy, costs of a 0.5 FTE are being offset with reserves and funding support. This is reduced from an initial request of a 0.8 FTE.</p> <p>Partnerships with Central Elgin and City of St. Thomas for the management of the Kettle Creek Dog Park.</p>	<p>20% increase in trail use from 2022 – 2023</p> <p>24 km of trail</p> <p>Manage 548 hectares of CA owned lands</p> <p>Conservation Authority Act deliverables completed by deadline.</p>

	<p>future management objectives.</p>	<p>Partnerships with Central Elgin for the maintenance of Union Pond and Belmont Conservation Areas.</p> <p>Investigate increased passive revenue options.</p> <p>All acquisition of properties are self-funded.</p>	
<p>Undertake the Tree Commissioner contract for the County of Elgin, including administration of the Elgin County Woodlands Conservation By-law, review of harvest and clearing applications, undertake site visits and woodland inspections, attend council meetings or court as required.</p> <p>Undertake the Weed Inspector duties for the County of Elgin, including responding to weed related complaints and enforcement as required, assisting partner municipalities with weed identification and control advice.</p>	<p>No changes are required in this program area.</p>	<p>Supported by an Agreement with the County of Elgin.</p>	<p>Contract requirements are fulfilled.</p>

Campgrounds/Active Recreation –(No Municipal Levy Support)

Standard Deliverable	2024-2027 Budget Considerations	Cost Saving Measures	Measurable Results
<p>Manage, operate and maintain Lake Whittaker and Dalewood Conservation Area Campgrounds including day-use areas (pay for use), canoe and kayak rentals, seasonal and transient camping, group camping and retails sales of firewood, ice and grocery items</p>	<p>Develop achievable work plans to ensure constant regeneration of capital assets in all program areas.</p> <p>Investigate ways to increase revenue generating programs and services.</p> <p>Invest in infrastructure and technology to increase use of on-line day-use purchase to facilitate additional revenue and convenience for users.</p> <p>Invest in infrastructure to facilitate use of EV powered vehicles.</p>	<p>Continue to operate campgrounds independent of municipal support, with revenue supporting full-time wages and capital asset management helping to offset mandatory program areas.</p> <p>Fees are evaluated annually to ensure cost recovery and revenue.</p> <p>Initiate at least one additional special revenue generating event at one active recreation property per year.</p>	<p>25 seasonal staff hired</p> <p>420 combined campsites</p> <p>On average 17,000 visitors per year.</p> <p>Operate from May 1 – September 30</p> <p>Increase revenue annually – on average netting revenue of ~\$50,000 per year.</p>

Community Profile

Promote a positive community profile of KCCA’s programs and services and foster respect for the Kettle Creek watershed through outreach, engagement and education.

- Effectively communicate with the community, municipalities and all partners to raise awareness about KCCA’s programs, services and mandate.
- Communicate a recognized brand.
- Provide opportunities through education and outreach events for the community to learn about and engage with the natural environment to foster awareness, appreciation

General Operating (Communication)			
Standard Deliverable	2024-2027 Budget Considerations	Cost Saving Measures	Measurable Results
<p>Provide communications and marketing services in support of the Authority including website administration, media, crisis communications, public meetings, open houses and annual reporting.</p> <p>Updating and maintaining CA website and social media outlets (Facebook, Twitter, Instagram) with current flood messaging and photographs and communicating with local media, municipal flood coordinators and emergency response teams during flood events.</p>	<p>Update and modernize KCCA’s branding strategy to create a cohesive visual identity through all program areas.</p> <p>Update hiking trail guide to include all new areas and recent trail developments.</p> <p>Necessary communication engagements to support delivery of new mandated programs and services and corresponding public consultation.</p> <p>Advance the Authority’s relationship with the</p>	<p>Internal chargebacks ensure costs associated with category 3 programs and services are attributed to these program areas</p>	<p>1,385 Twitter followers and 26,000 tweet impressions</p> <p>3,600 Facebook followers, 9,285 profile visits and 89,525 reach</p> <p>1,300 Instagram followers, 711 profile visits and 10,798 reach</p> <p>38,721 website visits annually</p> <p>At least one new survey/workshop with community members, member municipalities or partner.</p>

	indigenous community by prioritizing education and training that is Indigenous led to enhance understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement actions.		
Education and Outreach (No Municipal Levy)			
Standard Deliverable	2024-2027 Budget Considerations	Cost Saving Measures	Measurable Results
<p>Curriculum-based education programs for elementary and secondary students and education and outreach programs for community groups/organizations.</p> <p>Coordinating the annual Carolinian Forest Festival.</p> <p>Provide expertise for speaking engagements at conferences, webinars etc.</p>	<p>Continuation of Kettle Creek Environmental Youth Corps Program</p> <p>Coordination and Delivery of the St. Thomas-Elgin-Children's Water Festival in 2024 and 2027</p>	<p>Delivery of program is independent of municipal levy</p> <p>Fee for services help offset contract staffing in other program areas.</p>	<p>On average 2,500 students participate in education and outreach events annually such as the Carolinian Forest Festival and Children's Water Festival.</p>

Organizational Excellence

Ensure effective and efficient delivery of KCCA’s programs and services in an equitable and respectful manner.

- Invest in technology that will streamline operations, reduce carbon emissions, enhance business delivery and improve internal operations including modernizing record management by digitizing historical records.
- Continue to foster funding models that incorporate self-generated revenue and service fees, maximize efficiencies, cost control measures and shared services with partners.
- Engage staff and board members in professional development to support the delivery of KCCA’s programs and services in an equitable manner that respects the diversity of our partners and user groups.
- Initiate organization-wide succession planning focusing on building capacity, contingencies, and competitive pay structures and personnel policies to ensure KCCA remains an employer of choice now and in the future.

General Operating			
Standard Deliverable	2024-2027 Budget Considerations	Cost Saving Measures	Measurable Results
<p>Office of the General Manager, administrative support, human resources, accounting, purchasing and payroll, health and safety, customer service, legal, operating and capital costs which are not directly related to the delivery of any specific program or service, but are the overhead and support costs of a conservation authority and its mandated roles.</p> <p>Preparing and submitting reports to CRA and financial reports for funding agencies.</p>	<p>Implementation of the 2022 Salary and Pay Equity Review over a five-year period.</p> <p>Digitizing historical records and continued implementation of paper-less work environment including incorporating budgeting and asset management software as budget allows.</p> <p>Support staff training and development to foster professional development and succession planning.</p>	<p>Implementation of Salary and Pay Equity responsibilities over five years.</p> <p>Modest 2.5% COL increase in 2024.</p>	<p>Produce Audited Financial Statements and meet all regulatory requirements for governance and transparency</p>

<p>Data management and records retention. Development and use of systems to collect and store data and to provide spatial geographical representations of data.</p>			
<p>Implementation of CA Act Changes in accordance with obligations under O. Regulation 686/21 including:</p> <ol style="list-style-type: none"> 1. Conservation Areas Management Plan 2. Conservation Areas Land Inventory 3. Watershed Resource Management Strategy 4. Ice Management Plan 	<p>Approx. \$30,000 is budgeted per year to implement changes to the CA Act. Staff are not proposing to hire outside consultants to undertake the preparation of these documents. The cost of an outside consultant would far exceed the expense of back-filling positions and having existing staff undertake the work.</p> <p>Due to the nature of the deliverables, senior staff time is needed to facilitate historical analysis, consolidate information from existing documents and lead public consultation requirements.</p>	<p>Initially, a 10-month contract was proposed to facilitate back-filling to allow permanent staff to undertake policy and CA Act deliverables. Staff were able to reduce the projected general levy increase by utilizing self-generated revenue to off-set municipal levy and reduce the back-filling hours to a 6-month contract or 0.5 FTE.</p>	<p>CA Act requirements are met by December 31, 2024.</p>
<p>Maintenance and service of vehicles and equipment to support the work of KCCA including capital purchases, fuel, licenses and repairs including implementation of a vehicle replacement policy</p>	<p>Incorporate battery-operated hand tools and EV vehicles into inventory as gas powered tools and vehicles reach end of life to work towards Canada's goal to</p>	<p>Comprehensive Asset Management Plan is adhered to including yearly analysis of vehicle fleet.</p>	<p>Asset Management Plan implemented on schedule using reserve funding.</p>

	<p>reach Net Zero Emissions by 2023</p> <p>Invest in EV infrastructure through funding grants and capital investment where it makes sense.</p>		
--	--	--	--

TO: Board of Directors

FROM: Elizabeth VanHooren, Joe Gordon, Scott Pinnell

Date: October 18, 2023

Subject: 2024 Draft Capital Budget Projections

Recommendation: For Discussion



PURPOSE:

To present draft capital budget projections for 2024 -2027 to finalize and formulate the complete four-year budget plan.

SUMMARY:

- Staff maintain a four-year capital asset management plan and corresponding budget to guide and plan for required capital budget expenditures within the Authority’s means.
- The Dalewood Dam poses a significant pressure to the Authority’s ability to undertake other priority capital projects and plan for future revenue generating capital projects including campground infrastructure enhancements.
- Staff were asked to evaluate fleet requirements and capital needs over the next four-year cycle to formulate a priority listing of capital (attached).
- A comprehensive evaluation of vehicle replacement analysis was also conducted to inform priorities in accordance with KCCA’s Vehicle and Equipment Placement Scoring.
- Wants and/or lower priority capital were removed and placed on a list to be considered for funding proposals including:
 - Administration Centre renovation/rebuild
 - Avon Property enhancement
 - Vehicle/Equipment purchases beyond current fleet replacements
- Based on the present draft KCCA only has \$150,0000 to contribute toward a Dalewood Dam refurbishment project– any significant repair or modification beyond this threshold would need to be funded through other means including municipal levy and outside funding sources.
- For the past 10 years KCCA has made every effort to push on average \$30,000 to the capital reserves from campground revenue to support capital renewal.
- Based on the scenario presented KCCA needs to up its push to reserves to more than \$40,000 to keep an average reserve balance of \$294,272 over the next four years. Falling below this threshold would pose a risk to any emergency repairs or capital needs.
- As with the operating budget, the capital budget and plan will continue to be refined throughout the 2024 budget process and subsequent years.

Four Year Capital Projections

Location	Description	Status	Reserve	Funding	Cost	Notes
Planned 2023 Projects						
Bucke	Barn Repair	Refurbished	B		12,281	
Deer Ridge	Gate/Fence	New	I	I	26,000	
Deer Ridge	Acquisition	New	I	I	11,600	
Kirk Cousins	Sign	Refurbish	I		5,000	
Bucke	Truck	Replace	V		49,888	
LWCA	Automated Gates	New	I		7,630	
DWCA	Automated Gates	New/Replace	I		13,055	
LWCA	Vehicle- 2011 Truck	Replace	V		50,000	See Year End Report
Bucke	Pooled Assets (Roads/Signs/Tables)	Refurbish	I		10,000	
Bucke	Server	Replace	T		20,092	
Bucke	Computers	Replace	T		10,000	See Year End Report
2023 Total					215,547	
Planned 2024 Projects						
Dalewood	Golf Cart	Replace	V		10000	
Bucke	Dalewood Dam	Refurbish	I		15000	KCCA contribution to Dam EA
Bucke	Dalewood Dam	Refurbish	I	I	15000	WECl funding proposal for Dam EA
Lake Whittaker	Lakeshore Campground	Refurbish	I	I	200000	Completely Funded
Bucke	Vehicle - 2012 Dodge Journey	Refurbish	V		70000	Staff to investigate EV to replace office shared vehicle
Dalewood	Hydro Panel	Refurbish	I		5,000	Aging wood infrastructure to be replaced
Lake Whittaker	Hydro Panel	Refurbish	I		20,000	
Bucke	Pooled Assets (Roads/Signs/Tables)	Refurbish	I		10,000	
Bucke	Computers	Refurbish	T		10,000	Transition to Windows 11
2024 Total					355,000	
Planned 2025 Projects						
Bucke	Vehicle - 2012 Silverado (MA)	Replace	V		70000	
Dalewood	Dalewood Shop	New	B		80000	
Lake Whittaker	Woodlane Washroom	Refurbish	B		60000	
Dalewood Dam	Dalewood Dam Project (Funded)		I	I	1700000	Dam project needs to be source through municipal levy/other fur
Dalewood Dam	Dalewood Dam Project (KCCA)		I		150000	To be increased as funds and reserve contributions allow
Bucke	Pooled Assets (Roads/Signs/Tables)	Upgrade	I		10000	
Bucke	Computers	Replace	T		10000	Part of transition to Windows 11
2025 Total					2,080,000	
Planned 2026 Projects						
Lake Whittaker	Campground Upgrades	Refurbish	I		100000	Revenue generating potential; scope to available funds
Bucke	Vehicle Replacement - Ford F150	Replace	V		70000	
Dalewood	Vehicle Zero Turn	Replace	V		18000	
Bucke	Furnace	Replace	I		20000	Placeholder for potentail replacement if required
Bucke	Pooled Assets (Roads/Signs/Tables)	Upgrade	I		10000	
Bucke	Computers	Replace	T		8000	
2026 Total					226,000	
Planned 2027 Projects						
Dalewood	Site Upgrades	Refurbish	I		80,000	
Bucke	Tractor	Replace	V		30,000	Based on end of life; placeholder
Bucke	Pooled Assets (Roads/Signs/Tables)	Upgrade	I		10,000	
Bucke	Computers	Replace	T		8,000	
2027 Total					128,000	

TO: Board of Directors
FROM: Elizabeth VanHooren, Joe Gordon, Scott Pinnell
Date: October 18, 2023
Subject: Year End Capital Expenditures



Recommendation: That staff be directed to increase the computer replacement capital budget by \$4,000 to undertake required computer purchases in 2023; and further

That staff be authorized to purchase a work truck using an upset capital budget of \$50,000.

PURPOSE:

To update members on required 2023 year-end unbudgeted capital purchases to relieve pressure off the four-year capital budget.

SUMMARY:

- A budget of \$26,000 for server and computer replacement was approved in the 2023 capital budget. While the server came in on budget an unexpected computer replacement for the DWCA hydro meters is required. Staff are requesting that \$4,000 be added to the budget to undertake this replacement in 2023.
- According to KCCA's Vehicle Replacement Strategy two vehicles were slated for replacement in 2023. However, due to budget constraints only one was included in the 2023 budget with the hopes that the truck could be maintained in 2023 and replaced in 2024.
- The retained vehicle is a 2011 Chevrolet work truck used at LWCA Conservation Area. Staff have retained three quotes and located a 2023 Ram 1500 Tradesman truck priced at \$41,709 plus taxes.
- While unbudgeted, securing a vehicle now ensures a competitive rate and that the vehicle is in place before the busy field season.

BACKGROUND

Gates

At the end of 2022 the board approved the purchase of automated gate controls at Dalewood and Lake Whittaker Conservation Area to facilitate seamless entry into the campgrounds. These controls were not included in the 2023 Capital Budget. Funds were put into the operating reserves from year-end revenues to cover the expenses. Mid-year the Dalwood exit gate broke requiring an emergency replacement at a cost of \$5,425. Pooled these expenses now meet the threshold for capital and will be moved to the

capital purchases. Staff are proposing to transfer the funds held in the operating reserve to the capital reserve to offset these purchases.

\$12,000 from the operating reserve will be moved to the capital reserve at year end.

Computers

There was a \$26,000 computer replacement budget included in the 2023 Capital Budget. This was intended to cover the costs of a full server replacement and three computers. Computer are required to be operating Windows 11 by 2025. The server was replaced on budget in January 2023 for \$20,092. A computer used to analyze the hydrometers data at Dalewood Conservation Area is in need of replacement and was slated to be replaced in 2024. However, throughout the summer it has shown increasing signs of deterioration. To cover the cost of the Dalewood computer plus the replacement of the three computers already budgeted staff require an additional \$4,000 bringing the total computer expenditures for 2023 to \$30,000. This added budget in 2023 would ensure that KCCA is on track to replace all computers to the Windows 11 platform by the 2025 deadline. The computer budget in subsequent years has been adjusted to account for rising computer costs.

Work Truck

KCCA maintains a fleet of eight vehicles based on a life expectancy of eight years. Traditionally, vehicles are not replaced at the end of eight years but replaced based on an analysis of years of service, total kilometres and annual repairs. Two vehicles were identified as priority replacements in 2023. However, based on possible expenditures at the Dalewood Dam only one vehicle was included in the 2023 budget and the better vehicle was kept. The retained vehicle is a 2011 Chevrolet Silverado assigned to the Lake Whittaker campground and was parked at the end of the season due to significant repairs required to the transmission

Staff were lucky at the beginning of 2023 to find a suitable work truck on a lot for just under \$50,000. However, inventory remains low and the price of new vehicles continues to rise with the average work truck currently priced at \$60,000 or more.

Staff are requesting permission to pursue the purchase of the second vehicle in 2023 to ensure that a truck can be secured and delivered before the start of the 2024 work season.

A preliminary search reveals the availability of a similar truck to what was purchased earlier in 2023 at a local dealer that meets the required specs for under \$50,000. Staff have time during this off-season to put into securing this deal or finding a similar one.

Budget Impact

The total capital expenditures included in the 2023 budget was \$124,000 with no required drawdown on reserves.

Moving the gate expenses to capital from operating, adding the extra computer expenditure and the truck expenditure would bring the unfunded capital expenditure in 2023 to \$177,947 and an expected drawdown of reserves of \$35,209.

TO: Board of Directors
 FROM: Joe Gordon
 Date: October 18, 2023
 Subject: October 2023 Planning and Regulations Activity Report



RECOMMENDATION:

That the October 2023 Planning and Regulations Activity Report be received.

REPORT SUMMARY

The following is a summary of KCCA’s Plan Input and Review responses and Section 28 permits issued by staff during the period of September 14 to October 13, 2023.

Plan Input and Review:

KCCA #	File No.	Municipality	Application Type	Support	Conditions
2361	ZBA 2023-09 39564 Fingal Ln	Southwold	Zoning ByLaw Amendment	Yes	None
2362	45599 Roberts Line	Central Elgin	Zoning By-Law Amendment	Yes	None
2364	42489 Southdale Line	Central Elgin	Zoning By-Law Amendment	Yes	None
2365	B09-23 Station Street	St.Thomas	Consent	Yes	None
2366	B10/23 Eastwood Housing	St.Thomas	Consent	Yes	None
2367	B11/23 220 Highview	St.Thomas	Consent	Yes	none

Section 28 Permit(s):

Permit No.	Address	Municipality	Description
P23-040	250 Colborne St	Central Elgin	Replace 26m of existing ½” plastic gas service to an existing residence located within the floodplain of Kettle Creek.
P23-041	4431 Union Rd	Southwold	Earth grading and fill placement within the floodplain of Kettle Creek to facilitate future residential development. The concept of altering the floodplain to facilitate future development was previously supported by KCCA due to the chronology of events involving prior pre-consultation, advanced land use applications and the realization of flooding risks upon the property resulting from recent updated floodplain mapping. The application to alter and fill a portion of the floodplain to support proposed development upon the property is supported by a flood impact assessment prepared by a qualified professional. The impact assessment concluded that their evaluation of impacts to the water surface elevation, stream velocities and peak flows for the Regional Storm yielded no practical changes. The Permit was issued with conditions.
P23-042	191 Carlow Rd Unit 1	Central Elgin	Install 40m of 1 ¼” plastic gas service to an existing condominium unit located within the floodplain of Kettle Creek.
P23-043	5331 Grand Canyon Rd	Southwold	Installation of a 2000 gallon holding tank to replace an existing failed septic system to an existing cottage located adjacent to the high bluffs of Lake Erie within the shoreline erosion hazard limit. The location of the proposed holding tank is located landward of the existing cottage building and outside of the stable slope allowance consistent with requirements of the Great Lakes Technical

			Guide for existing development located upon hazardous lands (Appendix A7.2)
P23-044	39464 Bush Line	St.Thomas	Construction of two wetland cells adjacent to an existing provincially significant wetland, administered by KCCA staff with financial support from the Elgin County/Kettle Creek Clean Water Initiative.