



Budget & Administration Committee Meeting Agenda

Thursday, August 20, 2020

Budget & Administration Committee Meeting

August 20, 2020 at 6:00 P.M.

This meeting will be held in person for Budget and Administration committee members and designated, limited staff only.

The public may access the meeting by teleconference.

To access the meeting, please dial 1-866-219-8638.

Please then enter the conference access code: 4987945 and the # key.

1. Chairman's Remarks – Moccio

2. Declaration of Conflict of Interest

3. Approval of Agenda

4. Delegations

5. Consent Items

5.1. Approval of Budget & Administration Committee Minutes –
June 18, 2020

6. Chairman's Report on Board of Directors Actions – Moccio

7. Business Arising from the Minutes

8. Staff Reports/Memorandums

Reports and Results to be Received:

- | | |
|--|-------------|
| 8.1. 2 nd Quarter Financial Results – Operating | – McDougall |
| 8.2. 2 nd Quarter Financial Results – Capital & Major Maintenance | – McDougall |
| 8.3. 2 nd Quarter Vendor Report | – McDougall |
| 8.4. 2021 Capital Budget – Verbal Update | – McDougall |
| 8.5. Records Management Program Update | – Tellier |

Reports and Results to be Approved:

- | | |
|------------------------|------------|
| 8.6. Governance Review | – Burnside |
| 8.7. Casual Wage Rates | – Watts |

- 9. New Business**
- 10. In-Camera Items for Matters of Law, Personnel and Property**
- 11. Next Meeting – September 17, 2020**
- 12. Adjournment**

Hamilton Conservation Authority

Minutes

Budget & Administration Committee

June 18, 2020

Minutes of the Budget & Administration Committee meeting held on Thursday, June 18, 2020 at Woodend Auditorium, 838 Mineral Springs Road, Ancaster, Ontario, at 6:00 p.m. The meeting was held in person for Budget & Administration Committee members and designated staff only. Members of the public were able to access the meeting by teleconference.

Present: **Santina Moccio, in the Chair**
 Dan Bowman – by teleconference
 Jim Cimba
 Lloyd Ferguson
 Maria Topalovic

Regrets: **None**

Staff Present: **Lisa Burnside, Bruce Harschnitz, Neil McDougall, Scott Peck,**
 and Jaime Tellier

Others Present: **None**

1. Chairman's Remarks

The Chair called the meeting to order and welcomed everyone present. She thanked staff for their efforts to pivot and maintain meetings during the pandemic-related closure and acknowledged the efforts of Conservation Area staff throughout the initial phases of re-opening. Fifty Point Conservation Area and Marina passing a recent voluntary TSSA inspection was also highlighted.

2. Declarations of Conflict of Interest

The Chair asked the members to declare any conflicts under the HCA Administrative By-law. There were none.

3. Approval of Agenda

The Chair requested any additions or deletions to the agenda.

BA2004

MOVED BY: Maria Topalovic

SECONDED BY: Jim Cimba

THAT the agenda be approved.

CARRIED

4. Delegations

There were none.

5. Consent Items

The following consent items were adopted:

5.1. Approval of Budget & Administration Committee Minutes – April 23, 2020

5.2. WSIB Injury Statistics

Staff confirmed there have been no reported WSIB incidents since the pandemic closure.

L. Ferguson inquired about eligibility for federal subsidies. Neil McDougall advised that HCA spoke with a staff member of Canada Revenue Agency and that HCA appears to be eligible for the federal wage subsidy. HCA's applications for the subsidy for March and April were approved and funds have been received.

J. Cimba inquired about opportunities for federal assistance with rental income loss due during the pandemic closure. Neil advised that funding is available through Canada Mortgage and Housing Corporation (CHMC), however that HCA has not experienced a notable loss in rental income.

6. Chairman's Report on Board of Directors Actions

The Chair reported that the Board of Directors approved the 2019 Report by the Auditors and 12 Month Audited Financial Statements, as recommended, at the May 7, 2020 meeting.

7. Business Arising from the Minutes

There was none.

8. Staff Reports/Memoranda

8.1. 1st Quarter Financial Results – Operating

Neil McDougall presented a summary of the memorandum and reviewed the results for each operating unit. HCA has not had to use our operational reserve to attain the current financial position. HCA received \$580,000.00 in federal wage subsidies for March and April and has applied again for the month of May.

8.2. 1st Quarter Financial Results – Capital & Major Maintenance

Neil McDougall presented a summary of the memorandum and answered the members' questions. Construction of the Valens Lake Conservation Area cabins and the Westfield Heritage Village water system were the two largest expenditures. The remaining expenses were regular maintenance. Other notable projects include forestry maintenance, renovations for a laboratory in Watershed Planning and Engineering, and Dofasco Trail boardwalk repairs.

Staff predict it will be difficult to use available capital funds this year due to work time lost during the closure. The capital budget will be brought to the committee at an upcoming meeting.

L. Ferguson requested a status update on current capital projects at Wild Waterworks. Lisa Burnside advised the refurbishment of the Little Squirtworks area is completed and the tender for the Easy River will be a two-stage process that will be released in the coming weeks. Staff aim to begin work in August. Lisa added that the tender for the Dundas Peak fencing project will be awarded shortly. The work is expected to be completed in August.

8.3. 1st Quarter Vendor Report

Neil McDougall provided a summary of the memorandum and answered the members' questions.

8.4. 2020 Operating Budget Projection

Neil McDougall presented a summary of the memorandum, outlining projected financial results for the first half of the year.

Based on assumptions used, HCA may have a real deficit of \$1,390,000 at year end. HCA's seasonal operating shortfall protection reserve is currently able to cover the deficit. However, factors such as a second wave of Covid-19 or unfavourable weather could alter the projected results.

Lisa Burnside advised the members that HCA notified City staff that any deficit will be addressed by HCA's reserves and will not be a request to the City of Hamilton.

The members thanked Neil for the memorandum. The members discussed the potential impacts of a second wave.

**BA 2005 MOVED BY: Lloyd Ferguson
 SECONDED BY: Maria Topalovic**

**THAT the memoranda entitled:
1st Quarter Financial Results – Operating;
1st Quarter Financial Results – Capital & Major Maintenance;
1st Quarter Vendor Report; and
2020 Operating Budget Projection, be received as information.**

CARRIED

9. New Business

There was none.

10. In-Camera Items for Matters of Law, Personnel and Property

There were none.

11. Next Meeting

The next meeting of the Budget and Administration Committee will be held on Thursday, August 20, 2020 at 6:00 p.m. at Woodend Auditorium, 838 Mineral Springs Road, Ancaster, Ontario.

12. Next Meeting Adjournment

On motion, the meeting adjourned.

Memorandum

TO: Budget & Administration Committee

FROM: Neil McDougall, Secretary-Treasurer

DATE: August 20, 2020

RE: HCA 2nd Quarter Financial Results – Operating

Hamilton Region Conservation Authority

	6 mos. <u>2020</u>	6 mos. <u>2019</u>	\$ <u>Variance</u>	Budget <u>2020</u>	Actual <u>2019</u>	\$ <u>Variance</u>
Watershed Planning & Eng.	\$ (24)	\$ 237	\$ (261)	\$ -	\$ -	\$ -
Conservation Areas	\$ 93	\$ 496	\$ (403)	\$ 468	\$ 1,555	\$ (1,087)
Westfield Heritage Village C.	\$ 58	\$ (7)	\$ 65	\$ 116	\$ 271	\$ (156)
Corporate Services	\$ <u>1,023</u>	\$ <u>857</u>	\$ <u>166</u>	\$ <u>(199)</u>	\$ <u>774</u>	\$ <u>(973)</u>
	\$ 1,150	\$ 1,583	\$ (433)	\$ 385	\$ 2,600	\$ (2,215)
Loan principle repayment	<u>(216)</u>	<u>(209)</u>	<u>(7)</u>	<u>(216)</u>	<u>(209)</u>	<u>(7)</u>
Net surplus	\$ <u><u>934</u></u>	\$ <u><u>1,374</u></u>	\$ <u><u>(440)</u></u>	\$ <u><u>169</u></u>	\$ <u><u>2,391</u></u>	\$ <u><u>(2,222)</u></u>

This has been one of the most dramatic first halves in the Authority's history.

The year started out like any other and just before the end of the first quarter the commercial areas were closed and practically all employees were working from home. After two months of total turmoil there appeared to be a light at the end of the tunnel and operations were then busier than ever to close out the half. With the successful application for the wage subsidy program, the \$0.9 million in grant monies went a long way towards offsetting the near \$1.2 million in revenue shortfall that was absorbed by the organization's various commercial activities.

Under the worst case scenario presented in May it was assumed that operations would not be restarted until July 1st, at the earliest, and that the wage subsidy would only be available for two months.

This resulted in a projection of a \$150K surplus for the six months. With the earlier opening and a third month of subsidy the results were \$1.0 million better than that.

The worst case scenario for the year originally was projected at a deficit of \$1.4 million but with the six months results now in, this can be improved, at a minimum, to just a \$0.4 million deficit.

The second half is starting off well but a second wave or run of bad weather could turn the tide against us once again.

Watershed Planning & Engineering

	6 mos.	6 mos.	\$	Budget	Actual	\$
	<u>2020</u>	<u>2019</u>	<u>Variance</u>	<u>2020</u>	<u>2019</u>	<u>Variance</u>
Revenues						
Levy	\$ 864	\$ 789	\$ 74	\$ 1,470	\$ 1,453	\$ 17
Transfer from reserves	-	97	(97)	17	156	(139)
Grants	126	28	98	189	321	(132)
Conservation Foundation	-	-	-	-	8	(8)
Permits, fees & misc.	<u>97</u>	<u>166</u>	<u>(70)</u>	<u>304</u>	<u>289</u>	<u>15</u>
Total	1,086	1,081	5	1,980	2,227	(937)
Expenses						
Staff	777	751	26	1,740	1,534	206
Contracts & Consultants	279	29	250	32	304	(272)
Materials & Supplies	3	18	(16)	34	90	(56)
Utilities	7	8	(1)	25	20	5
Transfer to reserves	-	-	-	-	176	(176)
Other	<u>43</u>	<u>37</u>	<u>6</u>	<u>149</u>	<u>103</u>	<u>45</u>
Total	<u>1,110</u>	<u>844</u>	<u>266</u>	<u>1,980</u>	<u>2,227</u>	<u>(247)</u>
Net surplus / (deficit)	<u>\$ (24)</u>	<u>\$ 237</u>	<u>\$ (261)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Revenues

Levy variance reflects the new allocation in 2020 and funds will be as budgetted by year end.

Grant revenue was received in support of the MOE water quality program and the work on the refurbishment of the Christie Lake dam.

Permits and fees continue to be slower than expected due to project delays by COVID impacts.

Expenses

Staffing represents the largest portion of the WP & E expenses and remained within budget.

Christie Lake dam gate rehabilitation and Saltfleet design work was completed this year by third party contractors.

Net deficit

The deficit at this point reflects the differences from grant receipts and project costs and all projects are fully funded so the only real variance is with the permitting fees. It is expected that the second half of the year will be better for permits as the area gets a handle on how best to manage around COVID-19 restrictions.

Conservation Areas

	6 mos. <u>2020</u>	6 mos. <u>2019</u>	\$ <u>Variance</u>	Budget <u>2020</u>	Actual <u>2019</u>	\$ <u>Variance</u>
Revenues						
Admissions	\$ 588	\$ 699	\$ (112)	\$ 2,239	\$ 2,475	\$ (236)
Marina	819	993	(173)	1,399	1,381	18
Camping	252	512	(260)	1,247	1,207	40
Concessions	27	69	(42)	251	272	(20)
Events	1	108	(107)	246	249	(3)
Other	<u>75</u>	<u>158</u>	<u>(83)</u>	<u>455</u>	<u>563</u>	<u>(108)</u>
Total	1,761	2,538	(777)	5,837	6,146	(309)
Expenses						
Staff	894	1,089	(196)	2,986	2,544	442
Equipment	228	345	(117)	617	613	4
Utilities	98	101	(3)	264	228	36
Materials & Supplies	71	73	(3)	253	219	34
Contracts & Consultants	44	92	(48)	294	293	1
Other	<u>333</u>	<u>342</u>	<u>(8)</u>	<u>955</u>	<u>694</u>	<u>261</u>
Total	<u>1,668</u>	<u>2,042</u>	<u>(374)</u>	<u>5,369</u>	<u>4,591</u>	<u>778</u>
Net surplus / (deficit)	<u>\$ 93</u>	<u>\$ 496</u>	<u>\$ (403)</u>	<u>\$ 468</u>	<u>\$ 1,555</u>	<u>\$ (1,087)</u>

Revenues

The COVID-19 impact has negatively impacted all areas and revenue sources in the conservation areas. However, the corner has been turned whereas 1st quarter shortfalls were \$517K, 2nd quarter shortfalls were held to \$260K; and in the month of June when camping was once again allowed, revenues actually exceeded last year by \$135K.

This upswing is continuing in July with weekday camping capacity utilization doubling that of last year.

Expenses

Staffing represented full time staff only until late May when casual staff began to be brought back on as the phased opening became clearer and the properties needed to be readied. All other expenses reflected the slower return to full operations.

Net surplus / (deficit)

At the end of the 1st quarter there was a deficit of \$129K which has been erased and replaced with a small surplus of \$93K. While this is behind last year by \$403K, with all things considered, it is a solid performance. Barring a second forced shutdown there is a good chance to reach the Budget goals by year end.

Westfield Heritage Village Conservation Area

	6 mos. <u>2020</u>	6 mos. <u>2019</u>	\$ <u>Variance</u>	Budget <u>2020</u>	Actual <u>2019</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 358	\$ 145	\$ 213	\$ 602	\$ 591	\$ 12
Events	16	49	(33)	109	91	17
Admissions	7	34	(27)	109	99	10
School Programs	7	57	(51)	72	74	(2)
Other	<u>8</u>	<u>74</u>	<u>(65)</u>	<u>105</u>	<u>176</u>	<u>(70)</u>
Total	396	360	36	997	1,031	(34)
Expenses						
Staff	222	223	(0)	527	481	46
Advertising & Promotion	15	17	(2)	117	31	86
Utilities	28	30	(2)	49	45	4
Materials & Supplies	12	17	(6)	40	43	(3)
Equipment	24	32	(8)	57	62	(5)
School Programs	7	22	(16)	33	33	-
Other	<u>30</u>	<u>25</u>	<u>5</u>	<u>60</u>	<u>64</u>	<u>(4)</u>
Total	<u>338</u>	<u>367</u>	<u>(29)</u>	<u>881</u>	<u>760</u>	<u>122</u>
Net surplus / (deficit)	<u>\$ 58</u>	<u>\$ (7)</u>	<u>\$ 65</u>	<u>\$ 116</u>	<u>\$ 271</u>	<u>\$ (156)</u>

Revenues

Levy variance was due to allocation of funds received which will reset to Budget by year's end.

Event, school programs and general admissions were all impacted by the shutdown of the facilities in response to the pandemic. The emphasis is now on Westfield as a hiking opportunity until the schools and programming situations get figured out.

Expenses

Staffing is always the largest expense area and this continues as budgeted.

Other expenses are reduced as much as possible but there are limits.

Net surplus / (deficit)

While the levy funding will be as budgeted, total revenues will not as losses to date won't be made up and planned revenues for the second half will struggle due to school and event uncertainty. Costs will be held as low as possible.

Corporate Services

	6 mos. <u>2020</u>	6 mos. <u>2019</u>	\$ <u>Variance</u>	Budget <u>2020</u>	Actual <u>2019</u>	\$ <u>Variance</u>
Revenues						
Levy	\$ 1,602	\$ 1,839	\$ (237)	\$ 2,530	\$ 2,650	\$ (120)
Equipment	465	526	(61)	1,100	1,048	52
Foundation	26	139	(113)	184	163	21
Management fees	89	160	(72)	-	-	-
School Fees	-	42	(42)	83	87	(5)
Interest	74	116	(42)	190	255	(65)
Grants	893	-	893			
Other	<u>84</u>	<u>105</u>	<u>(21)</u>	<u>609</u>	<u>714</u>	<u>(105)</u>
Total	3,232	2,926	305	4,696	4,918	(222)
Expenses						
Staff	1,654	1,436	218	3,035	2,963	72
Utilities	98	120	(21)	299	307	(8)
Equipment	13	41	(27)	248	215	33
Materials & supplies	32	37	(6)	111	104	7
Other	<u>412</u>	<u>436</u>	<u>(24)</u>	<u>1,201</u>	<u>554</u>	<u>647</u>
Total	<u>2,209</u>	<u>2,070</u>	<u>139</u>	<u>4,895</u>	<u>4,144</u>	<u>751</u>
Net surplus / (deficit)	<u>\$ 1,023</u>	<u>\$ 857</u>	<u>\$ 166</u>	<u>\$ (199)</u>	<u>\$ 774</u>	<u>\$ (973)</u>
Land, Vehicle & equipment activity						
Donations & misc.	-	425	(425)	-	8	(8)
Transfer from Reserves	<u>-</u>	<u>113</u>	<u>(113)</u>	<u>-</u>	<u>439</u>	<u>(439)</u>
	<u>\$ -</u>	<u>\$ 538</u>	<u>\$ (538)</u>	<u>\$ -</u>	<u>\$ 447</u>	<u>\$ (447)</u>
Land	-	425	(425)	-	434	(434)
Vehicles & misc.	<u>71</u>	<u>113</u>	<u>(42)</u>	<u>-</u>	<u>189</u>	<u>(189)</u>
	<u>\$ 71</u>	<u>\$ 538</u>	<u>\$ (467)</u>	<u>\$ -</u>	<u>\$ 623</u>	<u>\$ (623)</u>

Revenues

The wage subsidy program contributed \$893K towards offsetting the lost revenue caused by COVID_19.

Levy variance was due to the allocation of approved levy amongst the departments.

Management fees are lower due to the closure of Wild Waterworks for the 2020 season.

School program fees and Foundation contributions were also impacted by COVID-19.

Expenses

Staffing expenses were above last year as expenses normally charged to operations or capital remained in their home departments as activity was suspended by area closures.

Net surplus / (deficit)

With the successful application for the wage subsidy program, the grant goes a long way towards offsetting the near \$1.2 million in revenue shortfall that has impacted the commercial activities across the organization.

Excluding the grant which is for the benefit of all divisions, this division would be \$730K below last year which will make it very difficult to achieve Budget as even with the reopening of the operations there will be further shortfalls in interest income, as rates will not be changing in the near term, and lower management fees, as Wild Waterworks will remain closed which is the primary source for those fees.

Memorandum

TO: Budget & Administration Committee

FROM: Neil McDougall, Secretary-Treasurer

DATE: August 20, 2020

RE: HCA 2nd Quarter Financial Results – Capital & Major Maintenance

CAPITAL WORKS: JANUARY THROUGH JUNE 2020

Valens Lake Conservation Area

Major Maintenance 23.1%

Masterplan	\$ 20,221
Building maintenance	\$ 4,461
Trails	391
Forestry	6,553

Project 76.9%

Cabins	105,295
	<u>105,295</u>
	\$ 136,921

Christie Lake Conservation Area

Major Maintenance 87.7%

Roads	\$ 277
Trails	6,154
Forestry	43,004
Gates & fencing	170
Signage	2,191
Other	

Project 12.3%

Dundas Peak trail fencing	4,673
Tew autogate & gatehouse	2,591
	<u>2,591</u>

59,060

Dundas Valley Conservation Area & Woodend

Major Maintenance 95.1%

Building maintenance	16,010
Roads & trails	28,863
Signage	899
Utilities	10,838
Forestry	27,123
Bridges & boardwalks	1,095
Other	378

Project 4.9%

Artaban parking improvements	160
Hermitage site improvements	758
Woodend WP&E lab renovations	<u>3,494</u>

89,618

Fifty Point Conservation Area

Major Maintenance 84.3%

Building maintenance	\$ 10,052
Masterplans	8,411
Roads & trails	16,202
Forestry	47,622
Other	4,844

Project 15.7%

Lake and marina shoreline repair	8,798
Dock connection repairs	<u>7,416</u>

103,345

Hamilton Mountain Conservation Area

Major Maintenance 96.8%

Roads & trails	\$ 4,460
Bridges/Boardwalks	211,184
Fencing/Gates	126
Utilities	183
Forestry	6,868

Project 3.2%

Saltfleet cleanup	688
Karst buffer & restoration	<u>6,761</u>

230,270

Westfield Heritage Village Conservation Area

Major Maintenance 24.6%

Gates & fencing	369
Roads & trails	18,221
Forestry	1,301

Project 75.4%

Parking lot building cleanup	437	
Water well supply	<u>60,657</u>	
		80,985

Watershed Planning and Engineering

Project

East Mountain wetland design	136,113	
Floodplain mapping	29,996	
Valens dam concrete	11,704	
Valens dam piezometers	6,131	
Christie dam lead removal	159,239	
CLCA dam electrical	56,963	
Christie dam safety measures	6,046	
Surface water study	2,332	
Other	2,084	
		<u>410,608</u>

Six months capital and major maintenance \$ 1,110,807

Memorandum

TO: Budget & Administration Committee

FROM: Neil McDougall, Secretary-Treasurer

DATE: August 20, 2020

RE: HCA 2nd Quarter Vendor Report

Vendor Summary for Payments April - June, 2020

HAMILTON, CITY OF	\$ 202,114	Loan repayment, pension windup
MARSH CANADA LIMITED	182,664	Annual insurance policy renewals HCA
WATER'S EDGE ENVIRONMENTAL SOLUTIONS	173,127	Saltfleet Wetland design
BETON	129,289	Christie dam lead removal
HAMILTON, CITY OF, TAX SECTION	55,054	Property tax installments
BENNETT CHEVROLET CADILLAC BUICK GMC	52,221	Pickup for Fifty Point
GRANT THORNTON LLP	34,917	Final audit billings for 2019
CONSERVATION ONTARIO	29,888	1st installment of 2 Membership fee
SUTHERLAND-SCHULTZ LTD	25,684	Christie dam gate repair
FREW ENERGY INC	25,166	Gas & diesel
FIREWOOD GUYS	24,789	firewood
ADAM'S PLUMBING AND PUMPS	24,425	Westfield water system
AUDCOMP GROUP INC.	19,805	New server in Finance
NET ACCESS SYSTEMS INC	17,934	Internet services
CAMIS INC	14,321	Reservation system
RONA INC	13,638	Lumber, cabin material
GENTEK BUILDING LIMITED PARTNERSHIP	12,346	Windows for cabins
DA-LEE DUST CONTROL LTD	11,089	Liquid calcium

UNIFIRST CANADA LTD.	10,892	Staff uniforms		
BILL PRICE GRADER RENTALS	10,667	Machine rentals		
LAFARGE CANADA INC	10,302	Aggregate		
ENVIRONMENTAL WATER RESOURCES	<u>10,125</u>	Landfill monitoring		
	\$ 1,090,456	73.4%	# OF LARGE VENDORS	22 6.3%
ALL OTHER	<u>395,844</u>	26.6%	# OF SMALL VENDORS	<u>325</u> 93.7%
	<u>\$ 1,486,300</u>			347

Memorandum

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

PREPARED BY: Jaime Tellier, Executive Assistant & Records Management Coordinator

DATE: August 20, 2020

RE: HCA Records Management Program Update

BACKGROUND

In 2019, HCA began the modernization of its records management practices. Initial steps in the development of a comprehensive records management program involved expansion of the Executive Assistant position to include the records management portfolio and the subsequent approval of a Records Management Policy and Draft Records Retention Schedule by the Board of Directors. This memorandum provides an update on staff progress in regard to records management.

STAFF COMMENT

Physical Records Inventory

When the Records Management Policy and Retention Schedule were presented to the Board of Directors, staff also advised the next step in the records management program would be a complete physical inventory of HCA's records and subsequent refinement of the retention schedule. Staff proposed the physical records inventory would be completed over the course of 2019. Detailed inventories of records for a number of business units were undertaken in 2019 and early 2020. The scope of records and length of time required to complete each inventory was underestimated when setting the initial timeframe. Nearly half of HCA's records have been inventoried at this time. Proposed adjustments to the retention schedule were noted as the inventories were undertaken and will be incorporated into a revised schedule once all inventories are complete. Office closures and other priorities that arose as a result of the coronavirus pandemic resulted in the postponement of scheduled inventories. Staff will resume the records inventories in September, with the revised aim of completing the inventory and update of the retention schedule by March, 2021.

Digitizing Historical Records

Concurrently with the records inventory and retention schedule update, preservation and protection of HCA's historical records, those legally required to be retained in perpetuity, was identified as a priority for the records management program. Staff reviewed practices of other organizations and found that typical practice is to scan hardcopy records to PDF format and apply Optical Character Recognition (OCR) to the files to convert image text to machine readable text. Application of OCR allows for searching documents by keyword, greatly improving the efficiency of staff research.

The scope of work to scan and OCR all of HCA's historical records, including Board of Directors and Advisory Board and Committee minutes, was undertaken by Image Advantage. The records were taken to the Image Advantage facility and the work was completed over two months in the early part of 2020. Significant improvements in the speed and comprehensiveness of records searches have already been observed by staff as a result of the digitization of these records.

Records Storage

In addition to scanning the historical records, the former carpenter's workshop adjacent to HCA's main office was formally established as a Records Room for appropriate storage and control of inactive records. The original hard copy historical records were transferred from the basement of the main office to the Records Room where they are better protected from potential damage due to flooding, mould, vermin, and various other elements.

STRATEGIC PLAN LINKAGE

The initiative refers directly to the HCA Strategic Plan 2019 - 2023:

- **Strategic Priority Area – Organizational Excellence**
 - Initiatives – Modernize records management and digitize historical records and archives

AGENCY COMMENTS

N/A

LEGAL/FINANCIAL IMPLICATIONS

N/A

CONCLUSIONS

Over the past year, staff have made steady progress in regards to our records management program in the areas physical record inventories, digitizing historical records and in the centralizing of a records storage area. Staff will continue with the records inventory and retention schedule refinement as foundational elements of the program as well as other operational goals and objectives as determined by HCA's Records Management Committee.

Report

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

DATE: August 20, 2020

RE: Governance Review – revisions to 2019 approved Administrative by-laws

STAFF RECOMMENDATION:

THAT the Budget & Administration Committee recommends to the Board of Directors:

THAT the Board of Directors Administrative By-Law approved, September 5, 2019, be amended with the revisions noted in the attached draft, subject to and including any further revisions as noted during the August 20, 2020 meeting.

BACKGROUND

The Budget & Administration Committee undertakes an annual review of the Administrative Bylaws (the “Governance Policies”).

Appendix 4 in Section 6(J) states:

Governance: In addition to its other functions, the B&AC will also oversee and make recommendations to the Board of Directors regarding the good corporate governance of the HCA. For this purpose, the mandate of the B&AC is to: (a) monitor compliance by the Board of Directors, by the B&AC and by the officers of the HCA with these Administrative Regulations and Governance Policies, and (b) assess whether improvements to existing regulations and policies are warranted, either to address a shortcoming or to reflect best practices in good corporate governance. The B&AC shall report at least annually to the Board of Directors on both aspects of its mandate, and the Board shall decide, following receipt of the B&AC’s report, whether action is appropriate or required to ensure the continued good corporate governance of the HCA.

HCA Administrative Bylaws have been drafted in consultation, and with considerable assistance from, the law firm Torys. HCA has been very fortunate to work with David Outerbridge in this regard who has also assisted the Budget & Administration Committee in their annual review of policies.

In 2018, HCA was required to undertake a comprehensive review of the governance policies due to changes to the Conservation Authorities Act (the “Act”). The Act, as amended by the Building Better Communities and Conserving Watershed Act, 2017, received royal assent December 12, 2017 and provided direction for Conservation Authorities to make required by-laws according to new requirements by December 12, 2018. HCA Board of Directors passed this document September 6, 2018 which was based on a model document compiled by a Conservation Ontario working group to comply with Section 19.1 of the Act and also ensures a high level of consistency amongst Conservation Authorities with respect to governance.

STAFF COMMENT

The Administrative by-laws passed in September 2018 have now been in use for close to two years and have provided the time and opportunity to determine if the document requires any revisions and a general review of whether there has been compliance with the Administration Bylaws in the past year - e.g., do the procedures reflect actual practice and, if not, is the consequence that the document should be changed or that the practices should change.

Similar to 2019, when relatively minor administrative and housekeeping amendments were identified, only modest revisions have once again been noted. These have largely arisen due to the pandemic and a review of best practices amongst conservation authorities in regard to delegations.

Revisions in the attached document:

1. Implementation of recommendations made by Conservation Ontario to address the use of electronic meetings and hearings including:
 - a. Section B(1)(c)(o) footnote 6 (Powers of the Board of Directors) – addition of language permitting hearings under s. 28(3) of the Conservation Authorities Act to be held electronically in an emergency.
 - b. Section C(3) (Meetings Open to Public):
 - i. confirmation that, if a telephone or electronic meeting of the Board of Directors is held, the public will be provided a means of participating in the meeting.
 - ii. Explanation of procedural steps to be taken when holding a closed meeting electronically.
 - c. Section C(9) (Electronic Participation) – explanation of a Board member’s rights when participating in a meeting by telephone or electronically.

- d. Section C(10) (Delegations) – confirmation that, where a delegation request is made in respect of a telephone or electronic meeting, arrangements will be made to enable the delegation to participate.
2. Addition of provisions dealing with live-streaming or recording Board of Directors meetings (Section C(10) (Delegations) and Section C(17) (Minutes of Meetings))
3. Addition of provision dealing with protocol for delegations (Section C(10) (Delegations))
4. Addition of provision dealing with the filing of confidential minutes of Board meetings (Section C(17) (Minutes of Meetings))
5. Clarification of the minimum and maximum number of citizen members on the Conservation Advisory Board (Appendix 4, Section 8)
6. Miscellaneous editorial changes to address missing words.

STRATEGIC PLAN LINKAGE

The governance review initiative refers directly to the HCA Strategic Plan 2019-2023:

- **Strategic Goal – Organizational Excellence**

AGENCY COMMENTS

Not applicable.

LEGAL/FINANCIAL IMPLICATIONS

None

CONCLUSIONS

The recommendations contained in this report are minor amendments to the Administrative Bylaws to reflect current practice and to ensure the document remains relevant and current.

HAMILTON REGION CONSERVATION AUTHORITY

Administrative By-Law

In force as of September 5, 2019



Contents

Introduction	1
1. The Hamilton Region Conservation Authority.....	1
2. Statutory objects.....	1
3. The HCA's mission and vision	1
4. The HCA's powers	1
5. Area of jurisdiction	2
A. Definitions	4
B. Governance	4
1. Directors	4
2. Officers.....	9
3. Absence of Chair and Vice-Chair	10
4. Maximum Time as Chair and Vice-Chair	10
5. Representatives to Conservation Ontario Council	10
6. Election of Chair, Vice-Chair, Committee Members and Advisory Board Chairs.....	11
7. Appointment of Auditor	11
8. Financial Statements and Report of the Auditor.....	11
9. Borrowing Resolution.....	11
10. Levy Notice	11
11. Signing Officers	11
12. Executive Committee.....	11
13. Advisory Boards and Other Committees	11
14. Remuneration of Directors.....	12
15. Records Retention.....	12
16. Records Available to Public.....	13
17. By-law Review	13
18. By-law Available to Public.....	13
19. Enforcement of By-laws and Policies.....	13
20. Indemnification of Directors, Officers and Employees.....	14
21. Role of Hamilton Conservation Foundation.....	14
C. Meeting Procedures.....	15
1. Rules of Procedure.....	15

2. Notice of Meeting	15
3. Meetings Open to Public.....	15
4. Agenda for Meetings	17
5. Quorum.....	18
6. Debate	18
7. Matters of Precedence.....	18
8. Directors' Attendance.....	19
9. Electronic Participation.....	19
10. Delegations	20
11. Meeting Schedule and Annual General Meeting.....	20
12. Voting.....	21
13. Notice of Motion	21
14. Motion to Reconsider	22
15. Duties of the Meeting Chair.....	22
16. Conduct of Directors	22
17. Minutes of Meetings.....	22
D. Approval of Administrative By-law and Revocation of Previous By-laws	24
E. Appendices to the Administrative By-law.....	25
Appendix 1 - Code of Conduct.....	25
Appendix 2 - Conflict of Interest.....	28
Appendix 3 - Procedure for Election and Appointment of Officers	30
Appendix 4 - Committees and Advisory Boards.....	32
Appendix 5 - Section 28(3) Conservation Authorities Act Hearing Guidelines	38

Introduction

1. The Hamilton Region Conservation Authority

The Hamilton Region Conservation Authority (the “HCA” or the “Authority”) is a non-share corporation, established under Section 3 of the *Conservation Authorities Act*.

Under the Act, municipalities within a common watershed are enabled to petition the province to establish a conservation authority. The purpose of the Act is to provide for the organization and delivery of programs and services that further the conservation, restoration, development and management of natural resources in watersheds in Ontario.

The HCA is comprised of its members (who form the Board of Directors), appointed as representatives by the Participating Municipalities, namely the City of Hamilton and the Township of Puslinch.

2. Statutory objects

The statutory objects of the HCA, as set out in subsection 20(1) of the Act, are: To establish and undertake programs to further the conservation, restoration, development and management of the renewable natural resources within the HCA watershed.

The HCA pursues these programs for the benefit of the people of the Hamilton region and the people of the Province of Ontario.

3. The HCA’s mission and vision

The mission of the HCA is to lead in the conservation of our watershed and connect people to nature.

The HCA’s vision is a healthy watershed for everyone.

4. The HCA’s powers

The HCA must always act within the scope of its powers. As a non-share capital corporation, the HCA has the capacity and, subject to the Act and other applicable legislation, the rights, powers and privileges of a natural person.

The powers of a conservation authority to accomplish its objects are set out in the Act, including those identified under subsection 21(1) of the Act, which states:

Powers of authorities

21 (1) For the purposes of accomplishing its objects, an authority has power,

- (a) to study and investigate the watershed and to determine programs and services whereby the natural resources of the watershed may be conserved, restored, developed and managed;
- (b) for any purpose necessary to any project under consideration or undertaken by the authority, to enter into and upon any land and survey and take levels of it and make such borings or sink such trial pits as the authority considers necessary;
- (c) to acquire by purchase, lease or otherwise and to expropriate any land that it may require, and, subject to subsection (2), to sell, lease or otherwise dispose of land so acquired;
- (d) despite subsection (2), to lease for a term of five years or less land acquired by the authority;

- (e) to purchase or acquire any personal property that it may require and sell or otherwise deal therewith;
- (f) to enter into agreements for the purchase of materials, employment of labour and other purposes as may be necessary for the due carrying out of any project or to further the authority's objects;
- (g) to enter into agreements with owners of private lands to facilitate the due carrying out of any project;
- (h) to determine the proportion of the total benefit afforded to all the Participating Municipalities that is afforded to each of them;
- (i) to erect works and structures and create reservoirs by the construction of dams or otherwise;
- (j) to control the flow of surface waters in order to prevent floods or pollution or to reduce the adverse effects thereof;
- (k) to alter the course of any river, canal, brook, stream or watercourse, and divert or alter, as well temporarily as permanently, the course of any river, stream, road, street or way, or raise or sink its level in order to carry it over or under, on the level of or by the side of any work built or to be built by the authority, and to divert or alter the position of any water-pipe, gas-pipe, sewer, drain or any telegraph, telephone or electric wire or pole;
- (l) to use lands that are owned or controlled by the authority for purposes, not inconsistent with its objects, as it considers proper;
- (m) to use lands owned or controlled by the authority for park or other recreational purposes, and to erect, or permit to be erected, buildings, booths and facilities for such purposes and to make charges for admission thereto and the use thereof;
- (m.1) to charge fees for services approved by the Minister;
- (n) to collaborate and enter into agreements with ministries and agencies of government, municipal councils and local boards and other organizations and individuals;
- (o) to plant and produce trees on Crown lands with the consent of the Minister, and on other lands with the consent of the owner, for any purpose;
- (p) to cause research to be done;
- (q) generally to do all such acts as are necessary for the due carrying out of any project or as may be desirable to further the objects of the authority.

5. Area of jurisdiction

The HCA has jurisdiction in all matters provided for in the Act, over the area under the HCA's jurisdiction.

The HCA's area of jurisdiction consists of the watersheds of Spencer Creek and all other streams entering Lake Ontario, including any bays or inlets thereof, from the point where the northeast boundary of the Spencer Creek watershed meets the shore of Lake Ontario to the point where the northwest boundary of the Niagara Peninsula Conservation Authority meets the shore of Lake Ontario.¹

¹ This includes the drainage areas of Spencer Creek and its tributaries (Fletcher, Flamborough, Westover, West Spencer, Logie's, Spring, Tiffany, Sydenham, Sulphur and Ancaster creeks), Borer's, Chedoke, Red Hill, Battlefield,

Stoney and Fifty creeks, and the small drainage areas between the Niagara Escarpment and Lake Ontario in the former City of Stoney Creek.

A. Definitions

“**Authority**” means the Hamilton Region Conservation Authority.²

“**Act**” means the *Conservation Authorities Act*, R.S.O. 1990, chapter C.27

“**Board of Directors**” means all of the members of the Authority, collectively.³

“**Chair**” means the Chairperson as referenced in the Act as elected by the Directors of the Authority.

“**Chief Administrative Officer**” means the Chief Administrative Officer of the Authority, and which may, by resolution of the Authority, include the responsibilities of the Secretary-Treasurer if so designated by resolution of the Authority.

“**Directors**” shall mean the members appointed to the Authority by the Participating Municipalities in the Authority’s area of jurisdiction.

“**HCA**” means the Hamilton Region Conservation Authority.

“**Levy**” means the amount of costs apportioned to Participating Municipalities in accordance with the Act and Regulations under the Act.

“**Majority**” means half of the votes plus one.

“**Minister**” means the Minister responsible for administration of the Act.

“**Officer**” means an officer of the Authority empowered to sign contracts, agreements and other documents on behalf of the Authority in accordance with section 19.1 of the Act, which shall include the Chair, Vice-Chair, Chief Administrative Officer, Deputy Chief Administrative Officer and the Secretary-Treasurer.

“**Participating Municipality**” means a municipality that is designated by or under the Act as a participating municipality in a conservation authority. The Participating Municipalities of the HCA are the City of Hamilton and the Township of Puslinch.

“**Pecuniary Interest**” includes the financial or material interests of a Director and the financial or material interests of a Director or the Director’s immediate family.

“**Secretary-Treasurer**” means Secretary-Treasurer of the Authority with the roles specified in the Act.

“**Staff**” means employees of the Authority as provided for under Section 18(1) of the Act.

“**Vice-Chair**” means the Vice-Chairperson as elected by the Directors of the Authority.

B. Governance

1. Directors

a) Appointments

Participating Municipalities within the jurisdiction of the Hamilton Conservation Authority may appoint Directors in accordance with Section 14 of the Act.

² The formal name of the Hamilton Region Conservation Authority, as set out in subsection 6(1) of the *Conservation Authorities Act*, R.S.O. 1990, c. C.27, is Hamilton Region Conservation Authority, in English, and Office de protection de la nature de la région de Hamilton, in French.

³ The Board of Directors passed a resolution changing its name from “Full Authority” to “Board of Directors” on March 8, 2007.

Appointed Directors must reside in a Participating Municipality within the Authority's area of jurisdiction and may include citizens as well as elected members of municipal councils.

Collectively, the appointed Directors comprise the Authority, and for the purposes of this by-law are referred to as the Board of Directors.⁴

b) Term of Director Appointments

In accordance with Section 14 of the Act, a Director shall be appointed for a term of up to four years at the discretion of the appointing municipal council; such term beginning at the first meeting of the Authority following his or her appointment and ending immediately before the first meeting of the Authority following the appointment of his or her replacement. The Secretary-Treasurer shall notify the appropriate municipality in advance of the expiration date of any Director's term, unless notified by the municipality of the Director's reappointment or the appointment of his or her replacement. A Director is eligible for reappointment. A Director can be replaced by a Participating Municipality at the municipality's discretion prior to the end of their term.

c) Powers of the Board of Directors

Subject to the Act and other applicable legislation, the Board of Directors is empowered without restriction to exercise all of the powers prescribed to the Authority under the Act. In addition to the powers of an Authority under s.21 of the Act for the purposes of accomplishing its objects, as referenced in the introduction of this By-law, the powers of the Board of Directors include but are not limited to:

- a) Approving by resolution, the creation of Committees and/or Advisory Boards, the members thereof and the terms of reference for these Committees and/or Advisory Boards;
- b) Appointing a Chief Administrative Officer and/or Secretary-Treasurer;
- c) Terminating the services of the Chief Administrative Officer and/or Secretary-Treasurer.
- d) Approving establishing and implementing regulations, policies and programs;
- e) Awarding contracts or agreements where the approval of the Authority is required under the Authority's purchasing policy.
- f) Appointing an Executive Committee and delegate to the Committee any of its powers except:
 - i. The termination of the services of the Chief Administrative Officer and/or Secretary-Treasurer,
 - ii. The power to raise money, and
 - iii. The power to enter into contracts or agreements other than those contracts or agreements as are necessarily incidental to the works approved by the Authority.
- g) Approving by resolution, any new capital project of the Authority;
- h) Approving by resolution, the method of financing any new capital projects;
- i) Approving details on budget allocations on any new or existing capital projects;

⁴ In January 2001, in accordance with the Act, the City of Hamilton and the Township of Puslinch adopted resolutions in accordance with motion FA11,736 dated December 7, 2000 adopted by the Board of Directors. This motion set the membership of the Board of Directors at 11 members: City of Hamilton 10; Township of Puslinch 1.

- j) Approving of the total budget for the ensuing year, and approving the levies to be paid by the Participating Municipalities;
- k) Receiving and approving the Financial Statements and Report of the Auditor for the preceding year;
- l) Authorizing the borrowing of funds on the promissory note of the Authority in accordance with subsection 3(5) of the Act;
- m) Approving by resolution, any proposed expropriation of land or disposition of land, subject to the requirements under the Act;
- n) Approving permits or refusing permission as may be required under any regulations made under Section 28 of the Act, including the delegation of this responsibility to Chief Administrative Officer consistent with such regulations;⁵
- o) Holding hearings required for the purpose of reviewing permit applications, and advising every applicant of their right to appeal the decision to the Minister through the Mining and Lands Tribunal.⁶

d) Responsibilities and Functions of the Board of Directors

The Board of Directors is responsible for the overall management of the Authority, with a focus on five main functions: (a) strategic planning, (b) financial oversight, (c) the development of corporate policy, (d) executive management oversight; and (e) governance and legal compliance.

- a) **Strategic Planning:** The Board will adopt a strategic planning process, approve short-term and long-term strategic plans, and monitor the performance of the HCA against those plans.
- b) **Financial Oversight:** The Board will monitor the HCA's finances, including its future financial viability. The Board will ensure that the HCA is operated in a sound and prudent fiscal manner, and shall undertake short- and long-term financial planning consistent with the HCA's mission, objectives and strategic plan. The Board will do so with the assistance of Staff and the Budget and Administration Committee. Specifically, the Board will:
 - i. review and approval annual budgets, including municipal levies;
 - ii. review and approve budget adjustments during the current budget year;
 - iii. review and approve the annual audit and the auditor's report; and
 - iv. regularly scrutinize and investigate all aspects of HCA's finances and, when necessary, determine appropriate actions.

⁵ In 2013, the Board of Directors delegated approval of HCA permits issued for a 2-year period under the *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation* to the CAO, Director, Watershed Planning & Engineering, Manager, Watershed Planning Services and Manager, Water Resources Engineering. Monthly summary reports of the permits issued are submitted to the Board for information purposes as part of each monthly meeting package. HCA permit applications for the 2-year time frame that do not comply with HCA policy or permit applications for a period of 5-years are presented to the Board through a Staff report for consideration.

⁶ Hearing procedures for hearings under s. 28(3) of the Act are set out in Appendix 5. During any period where an emergency has been declared to exist, in all or part of an area over which the Authority has jurisdiction, under Section 4 or 7.0.1 of the Emergency Management and Civil Protection Act, that may prevent a meeting in person, any hearing or appeal dealt with in this By-law may, at the discretion of the Chair, be conducted electronically with provisions for applicants and their agents to participate if the Authority decides to hold any such hearing or appeal.

Commented [1]: The content of addition to this footnote is recommended by Conservation Ontario

- c) Corporate Policymaking: The Board will ensure the existence of corporate policies to govern the HCA in key areas, including, and in addition to those separately identified in this Section:

- i. the mission, vision and objectives of the HCA;
- ii. good corporate governance;
- iii. ethical conduct by HCA employees and Directors;
- iv. equity, diversity, non-discrimination, harassment and abuse;
- v. privacy; and
- vi. health and safety.

In ensuring the existence of these policies, the Board will strive, to the extent reasonably possible, to promote a culture of honesty, integrity, equitable treatment, legal compliance and good governance, in which the purposes of the HCA are realized, employees are protected from occupational injury and disease, and visitors are provided safe and healthy facilities in which to enjoy the natural environment.

The work of the Board in connection with policy development is generally confined to establishing rather than implementing policies. Further development of these policies and implementation is delegated to the CAO, subject to Board oversight.

- d) Executive Management Oversight: The Board will appoint, evaluate and, if necessary, terminate the CAO. The Board will define the duties and limits of authority of senior management. The Board will satisfy itself as to the integrity of the CAO and other senior managers. The Board is responsible for succession planning for the CAO.

The Board's primary connection to the operational organization will be through the CAO or his/her delegate, or through such other person(s) as the Board may designate.

- e) Governance and Legal Compliance: The Board will assess the effectiveness of the Board and its Committees on an ongoing basis. The Board is responsible for assuring that the HCA governs itself in accordance with principles of effective corporate governance, and that the HCA complies with all applicable laws and regulations.

e) Director Accountability

Participating Municipalities appoint Directors to the Authority as their representatives. Directors have the responsibilities of Directors of the corporation that is the Authority. While the administration is responsible for the day-to-day operations, the Board of Directors is responsible for matters of governance, ensuring compliance with applicable legislation, and ensuring appropriate policies are in place and for financial soundness of the Authority.

All Directors have the responsibility to be guided by and adhere to the Code of Conduct (Appendix 1) and Conflict of Interest Policy (Appendix 2), as adopted by the Authority.

Directors are responsible for:

- a) Attending all meetings of the Authority;
- b) Understanding the purpose, function and responsibilities of the Authority;
- c) Being familiar with the Authority's statutory and other legal obligations;
- d) With the administration, setting strategic direction for the Authority.

f) Applicable Legislation

In addition to the Act, the Directors are subject to other legislation including, but not limited to:

- *Municipal Conflict of Interest Act*
- *Municipal Freedom of Information and Protection of Privacy Act*

If any part of the by-law conflicts with any provision of the Municipal Conflict of Interest Act or the Municipal Freedom of Information and Protection of Privacy Act or a provision of a regulation made under one of those acts, the provision of that act or regulation prevails.

g) Relationship Between Directors and Staff

The Board of Directors relies on the Chief Administrative Officer to manage the operations of the organization, including all employees of the Authority. The Chief Administrative Officer is accountable to the Authority, working cooperatively to achieve the goals established by the Authority.

The Board of Directors will ensure that a process exists for regular performance evaluations of the Chief Administrative Officer.

The CAO has the full charge and direction of all employees of the Authority, and is responsible for directing and coordinating the execution of programs, policies and decisions which the Board of Directors approves or adopts. The CAO provides information and serves as liaison to the member municipalities as required by the Chair and the Board of Directors, and conducts the official correspondence of the Authority.

The CAO is accountable to the Board of Directors. The CAO reports to the Chair and brings issues to the Board on a timely basis.

All Board authority delegated to Staff is delegated through, or with notice to, the CAO. The Board will never give instructions to persons who report directly or indirectly to the CAO, without notice to the CAO. Staff are accountable to the CAO. Board decisions and policies, including this Administrative By-Law, as well as long- and short-term planning documents, communicate the intent of the Board, direct the CAO to achieve certain results, and constrain the CAO to act within acceptable boundaries of prudence and ethics. The CAO is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consistent with or reasonable interpretations of the Board's decisions and policies. The Board will respect and support the choices of the CAO while working the CAO's area of discretion. No individual Director, Officer or committee has authority over the CAO unless authorized by the Board.

h) Governing Style

Friendly Atmosphere: The Board will continue to foster a friendly and constructive atmosphere, with good rapport among members and between Directors and Staff.

Focus: The Board will govern lawfully, with an emphasis on:

- a) outward vision rather than an internal preoccupation;
- b) encouragement of diversity of viewpoints;
- c) strategic leadership more than administrative detail;
- d) clear distinction of Board and CAO;
- e) collective rather than individual decisions;
- f) future rather than past or present, and;

- g) proactivity rather than reactivity.

Group Responsibility: The Board will cultivate a sense of group responsibility. The Board will be responsible for excellence in governing. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the HCA's values. The Board will allow no Officer, individual or committee of the Board to hinder or be an excuse for not fulfilling group obligations.

Long-range Planning: The Board's major policy focus will be on the intended long-term effects outside the organization, not on the administrative or programming means of attaining those effects.

Self-Discipline: The Board will enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Although the Board can change its governance policies at any time, it will observe those currently in force scrupulously.

2. Officers

The Officers of the Authority, and their respective responsibilities, shall be:

Chair

- a) Is a Director of the Authority;
- b) Presides at all meetings of the Board of Directors (and Executive Committee if applicable);
- c) Calls special meetings if necessary;
- d) Acts as a public spokesperson on behalf of the Board of Directors;
- e) Serves as signing officer for the Authority;
- f) Ensures relevant information and policies are brought to the Authority's attention;
- g) Keeps the Board of Directors apprised of significant issues in a timely fashion;
- h) Performs other duties when directed to do so by resolution of the Authority.

Vice-Chair

- a) Is a Director(s) of the Authority;
- b) Attends all meetings of the Authority (and Executive Committee if applicable);
- c) Carries out assignments as requested by the Chair;
- d) Understands the responsibilities of the Chair and acts as Chair immediately upon the death, incapacity to act, absence or resignation of the Chair until such time as a new Chair is appointed or until the Chair resumes his/her duties;
- e) Serves as a signing officer for the Authority.

Chief Administrative Officer (CAO)

Responsibilities of the CAO as assigned by the Authority include, but are not limited to the following:

- a) Is an employee of the Authority;
- b) Attends all meetings of the Board of Directors (and Executive Committee if applicable) or designates an acting CAO if not available;

- c) Works in close collaboration with the Chair and Vice-Chair and keeps them apprised of relevant information and significant issues in a timely fashion;
- d) Develops a strategic plan for approval by the Board of Directors and Implements short and long-range goals and objectives;
- e) Is responsible for the management of the operations of the Authority, including all Staff and programs of the Authority;
- f) Ensures resolutions of the Authority are implemented in a timely fashion;
- g) Develops and maintains effective relationships and ensures good communications with Participating Municipalities, federal and provincial government ministries/agencies, Indigenous communities, other conservation authorities, Conservation Ontario, stakeholders, community groups and associations;
- h) Serves as a signing officer for the Authority.

Deputy CAO

- a) Is an employee of the Authority
- b) Attends all meetings of the Board of Directors (and Executive Committee if applicable)
- c) Understands the responsibilities of the CAO and acts as CAO immediately upon the death, incapacity to act, absence or resignation of the CAO until such time as a new CAO is appointed or until the CAO resumes his/her duties
- d) Serves as a signing officer for the Authority
- e) Performs any duty delegated to him or her by the CAO

Secretary-Treasurer

- a) Is an employee of the Authority;
- b) Fulfills the requirements of the Secretary-Treasurer as defined in the Act;
- c) Attends all meetings of the Board of Directors (and Executive Committee, if applicable);
- d) Is the custodian of the Corporate Seal;
- e) Serves as a signing officer for the Authority.

3. Absence of Chair and Vice-Chair

In the event of the absence of the Chair and Vice-Chair from any meeting, the Directors shall appoint an Acting Chair who, for the purposes of that meeting has all the powers and shall perform all the duties of the Chair.

4. Maximum Time as Chair and Vice-Chair

The maximum number of years during which an individual may serve as Chair and/or Vice-Chair of the Board of Directors is a total of eight years. The same maximum time period applies to an individual's role as Chair and/or Vice-Chair of a Committee, and to an individual's role as Chair and/or Vice-Chair of an Advisory Board.

5. Representatives to Conservation Ontario Council

The Authority may appoint up to three Representatives to Conservation Ontario Council ("Council"), designated as Voting Delegate and Alternate(s). Council will consist of the Voting Delegates appointed by each Member Conservation Authority. The Voting Delegate and Alternates shall be registered with Conservation Ontario annually.

6. Election of Chair, Vice-Chair, Committee Members and Advisory Board Chairs

The election of the Chair and Vice-Chair, and the election or appointment by acclamation of Committee and Advisory Board members and Advisory Board chairs shall be held yearly at the Annual General Meeting and/or at the first Board meeting after the AGM, in accordance with the Authority's Procedures for Election and Appointment of Officers (Appendix 3).

7. Appointment of Auditor

The Board of Directors shall appoint an auditor for the coming year yearly at the annual meeting, in accordance with Section 38 of the Act.

8. Financial Statements and Report of the Auditor

As required by Section 38 of the Act, the Authority shall cause its accounts and transactions to be audited annually by a person licensed under the *Public Accounting Act, 2004*. The Board of Directors shall receive and approve the Audited Financial Statements and Report of the Auditor annually for the previous year yearly at the annual meeting.

No person shall be appointed an auditor of the HCA if the person is or during the preceding year was a member of the Board of Directors, or who has or during the preceding year had any direct or indirect interest in any contract or any employment with the HCA other than for services within his or her professional capacity.

The Authority shall forward copies of the Audited Financial Statements and Report of the Auditor to Participating Municipalities and the Minister in accordance with Section 38 of the Act and will make the Audited Financial Statements available to the public.

9. Borrowing Resolution

If required, the Authority shall establish a borrowing resolution.

10. Levy Notice

The levy due to the Authority from participating municipalities shall be communicated to those municipalities in accordance with the Act and any applicable Regulations.

11. Signing Officers

Any two of the following Officers are designated and empowered to sign contracts, agreements and other documents on behalf of the HCA (with the exception of cheques or other documents effecting payment): Chair, Vice-Chair, Secretary-Treasurer, CAO, Deputy CAO, Director of Watershed Planning & Engineering, Director of Conservation [Area](#) Services. Approval of purchases shall be in accordance with the HCA Purchasing Policy. Cheques or other documents effecting payment must be signed by two of the following Officers: Chair, Vice-Chair, CAO and Secretary-Treasurer.

Signing authority that was authorized by any previous Administration Regulation or By-law is superseded by this by-law.

12. Executive Committee

The Authority may appoint an Executive Committee at the first meeting of the Board of Directors each year in accordance with the Section 19 of the Act and Section B.1(c)(f) of this by-law.

13. Advisory Boards and Other Committees

In accordance with Section 18(2) of the Act, the Authority shall establish such Advisory Boards as required by regulation and may establish such other Advisory Boards or committees as it considers appropriate to study and report on specific matters.

The Board of Directors shall approve the terms of reference for all such Advisory Boards and committees, which shall include the role, the frequency of meetings and the number of members required.

Resolutions and policies governing the operation of the Authority shall be observed in all Advisory Board and committee meetings.

Each Advisory Board or committee shall report to the Board of Directors, presenting any recommendations made by the Advisory Board or committee.

The dates of all Advisory Board and committee meetings shall be made available to all Directors of the Authority.

A list of standing Advisory Boards and committees that must be appointed, along with information about their mandates and proceedings, is contained in Appendix 4.

14. Remuneration of Directors

The Authority shall establish a per-diem rate from time to time to be paid to Directors for attendance at General Meetings and Advisory Board or Committee meetings, and at such other business functions as may be from time to time requested by the Chair, through the Secretary-Treasurer. In addition, an honorarium may be approved by the Authority for the Chair and Vice-Chair as compensation for their additional responsibilities. A single per-diem will be paid for attendance at more than one meeting if they occur consecutively on the same day.

The Authority shall reimburse Directors' reasonable travel expenses incurred for the purpose of attending meetings and/or functions on behalf of the Authority. A per-kilometre rate to be paid for use of a personal vehicle shall be approved by Resolution of the Board of Directors from time-to-time. Requests for such reimbursements shall be submitted within a timely fashion and shall not exceed Canada Revenue Agency guidelines.

15. Records Retention

The Authority shall keep full and accurate records including, but not limited to:

- a) Minutes of all meetings of the Authority, including registries of statements of interests in accordance with the *Municipal Conflict of Interest Act*;
- b) Assets, liabilities, receipts and disbursements of the Authority and Financial Statements and Reports of the Auditors;
- c) Human Resources Files for all employees and Directors as applicable;
- d) Workplace Health and Safety documents including workplace inspections, workplace accidents, investigations, etc.;
- e) Electronic Communications including material emails
- f) Contracts and Agreements entered into by the Authority;
- g) Strategic Plans and other documents providing organizational direction
- h) Projects of the Authority;
- i) Technical Studies and data gathered in support of Programs of the Authority;
- j) Legal Proceedings involving the Authority;
- k) Incidents of personal injury or property damage involving the Authority and members of the public.

Such records shall be retained and protected in accordance with all applicable laws and any Records Retention Policy of the Authority as approved by the Board of Directors from time-to-time.

16. Records Available to Public

Records of the Authority shall be made available to the public, subject to requirements of the *Municipal Freedom of Information and Protection of Personal Privacy Act* (MFIPPA).

The Chair and Vice Chair are designated as head of the Authority for the purposes of MFIPPA.

17. By-law Review

In accordance with the Act, these by-laws shall be reviewed by the Authority at least every three years to ensure the by-laws are in compliance with the Act and any other relevant law. The Board of Directors shall review the by-laws on a regular basis to ensure best management practices in governance are being followed.

18. By-law Available to Public

In accordance with the Act, the Authority shall make its by-laws available to the public on the Authority's website. By-laws shall also be available for review by any member of the public at the Authority's administration centre or provided in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

19. Enforcement of By-laws and Policies

The Directors shall respect and adhere to all applicable by-laws and policies (for example, the Code of Conduct and Conflict of Interest Policy). The Authority may take reasonable measures to enforce its by-laws and policies, including the enforcement mechanisms under the *Municipal Conflict of Interest Act*.

The Board of Directors may enforce its regulations and policies in the following manner:

- a) If a Director is alleged not to have adhered to a by-law or policy, an investigation will be conducted into the alleged breach, unless the breach occurred at a Board of Directors meeting.
- b) The Director will be given a reasonable opportunity to respond to the allegation of breach.
- c) The findings of the investigation and the affected Director's response will be communicated to the Board of Directors in a closed meeting.
- d) The Board may debate the matter with the member present and participating unless, after reasonable notice, the member refuses to attend.
- e) The Board may choose to enforce the regulation or policy following debate by, among other things:
 - i. requesting adherence to the regulation or policy in future;
 - ii. imposing procedures to monitor adherence to the regulation or policy in future;
 - iii. if the member is Chair, Vice-Chair or chair of an Advisory Board or committee, removing the member from that position; or
 - iv. recommending to the municipality that appointed the member that the appointment be revoked and a replacement be appointed.

20. Indemnification of Directors, Officers and Employees

The Authority undertakes and agrees to indemnify and save harmless its Directors, Officers and Employees and their heirs and legal representatives, respectively, from and against all costs, charges and expenses, including all amounts paid to settle an action or satisfy any judgement, reasonably incurred by any such Director, Officer or Employee in respect of any civil, criminal or administrative action or proceeding to which any such Director, Officer or Employee is made a party by reason of being a Director, Officer or Employee of the Authority (except in respect of an action by or on behalf of the Authority to procure a judgment in its favour) if;

- a) such Director, Officer or Employee acted honestly, in good faith with a view to the best interests of the Authority and within the scope of such Director's, Officer's or Employee's duties and responsibilities, and,
- b) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty that such Director, Officer or Employee had reasonable grounds for believing that the conduct was lawful.

21. Role of Hamilton Conservation Foundation

The Hamilton Conservation Foundation⁷ is a charitable corporation that raises awareness, funds and resources for the HCA. The Chair of the Hamilton Conservation Foundation shall occupy a non-voting seat on the Board of Directors of the HCA. The attendance of the Foundation Chair shall not be included in the determination of a quorum. The Foundation Chair shall receive a complete meeting package and shall be eligible to participate in all discussions at the Board of Directors meeting.

⁷ The legal name of the Hamilton Conservation Foundation is the Conservation Foundation of the Hamilton Region.

C. Meeting Procedures

The Meeting Procedures below governing the procedure of the Authority shall be observed in Executive Committee and Advisory Board meetings, as far as they are applicable, and the words Executive Committee or Advisory Board may be substituted for the word Authority as applicable

1. Rules of Procedure

In all matters of procedure not specifically dealt with under the Act and this By-law, the current edition of Robert's Rules of Order shall be binding.

The Authority may choose to conduct its business as a committee of the whole.

2. Notice of Meeting

The Board of Directors shall approve a schedule for regular meetings. The Secretary-Treasurer (or designate) shall send Notice of regular meetings to all Directors at least seven calendar days in advance of a meeting. Notice of all regular or special meetings of the Board of Directors or its committees shall be made available to the public as soon as possible after its delivery to Board of Directors.

Notice of any meeting shall indicate the time and place of that meeting and the agenda for the meeting.

All material and correspondence to be dealt with by the Authority at a meeting will be submitted to the Secretary-Treasurer at least ten business days in advance of the meeting where it is to be dealt with if the material and correspondence is to be included in the published agenda and at least four business days in advance if it is to be introduced at the meeting.

The Chair may, at his/her pleasure, call a special meeting of the Authority as necessary on seven calendar days' notice in writing or email. That notice shall state the business of the special meeting and only that business shall be considered at that special meeting. Any Director, with 50% support of the other Directors, may also request the Chair to call a meeting of the Authority and the Chair will not refuse.

The Chair of the Board, Chair of any respective committee or advisory board, or the Secretary-Treasurer (or designate) may, by notice in writing or email delivered to the Directors so as to be received by them at least 12 hours before the hour appointed for the meeting, postpone or cancel any scheduled meeting until the next scheduled date for the specific Board, Advisory Board or committee affected.

The Chair or the Secretary-Treasurer (or designate) may, if it appears that a storm or like occurrence will prevent the Directors from attending a meeting, postpone that meeting by advising as many Directors as can be reached. Postponement shall not be for any longer than the next regularly scheduled meeting date.

3. Meetings Open to Public

Every meeting of the Board of Directors, Executive Committee and Advisory Boards, if applicable, shall be open to the public as per Section 15(3) of the Act, subject to the exceptions set out below. If a telephone or electronic meeting of the Board of Directors is held, the Authority will provide means for the public to participate in the meeting by telephone or electronically.

Meetings may be closed to the public if the subject matter being considered relates to:

- a) The security of the property of the Authority;
- b) Personal matters about an identifiable individual, including employees of the Authority;

Commented [2]: This change was recommended by Conservation Ontario and is required by s. 15(3) of the Conservation Authorities Act.

- c) A proposed or pending acquisition or disposition of land by the Authority;
- d) Labour relations or employee negotiations;
- e) Litigation or potential litigation, including matters before administrative tribunals (e.g. Local Planning Appeal Tribunal), affecting the Authority;
- f) Advice that is subject to solicitor-client privilege;
- g) A matter in respect of which the Board of Directors, Executive Committee, Advisory Board or committee or other body may hold a closed meeting under another act;
- h) information explicitly supplied in confidence to the Authority by Canada, a province or territory or a Crown agency of any of them;
- i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the Authority, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- j) a trade secret or scientific, technical, commercial or financial information that belongs to the Authority and has monetary value or potential monetary value; or
- k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the Authority.

The Authority shall close a meeting if the subject matter relates to the consideration of a request under MFIPPA, and the Authority is the head of an institution for the purposes of MFIPPA.

Before holding a meeting or part of a meeting that is to be closed to the public, the Directors shall state by resolution during the open session of the meeting that there will be a meeting closed to the public and the general nature of the matter to be considered at the closed meeting. Once matters have been dealt with in a closed meeting, the Board of Directors shall reconvene in an open session.

When starting a closed session where Board members are attending by telephone or electronically, the Chair should take the following additional steps:

- a) Retake attendance and confirm that each Board member's connection is working;
- b) Confirm that all Board members are in a private setting where no other person can listen to the proceedings in the closed session; and
- c) Remind Board members that all confidentiality rules apply, and they must treat any documents and information with the same level of care that they would in a regular closed meeting.

The Board of Directors shall not vote during a meeting that is closed to the public, unless:

- a) the meeting meets the criteria outlined in this by-law to be closed to the public; and
- b) the vote is for a procedural matter or for giving directions or instructions to Officers, employees or agents of Authority.

Any materials presented to the Board of Directors during a closed meeting shall be returned to the Secretary-Treasurer prior to departing from the meeting and shall be treated in accordance with the Authority's procedures for handling confidential material. If a closed meeting is held by telephone or electronically, the Chair or Secretary-Treasurer may direct members to delete documents at the conclusion of the meeting rather than returning them to the Secretary-Treasurer.

Commented [3]: This change was recommended by Conservation Ontario

Commented [4]: This change was recommended by Conservation Ontario.

A meeting of the Authority, Executive Committee, Advisory Board or other committee may also be closed to the public if:

- a) the meeting is held for the purpose of educating or training the Directors, and
- b) at the meeting, no Director discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the Authority, the Executive Committee, Advisory Board or other committee.

4. Agenda for Meetings

Authority Staff, under the supervision of the Secretary-Treasurer, shall prepare an agenda for all regular meetings of the Authority that shall include, but not necessarily be limited to, the following headings:

- a) Call to Order
- b) Declaration re Local Government Disclosure of Interest
- c) Approval of Agenda
- d) Delegations
- e) Consent Agenda
 - i. Applications
 - ii. Approval of Minutes of Previous Meeting
 - iii. Correspondence
- f) Member Briefings
- g) Business Arising from the Minutes
- h) Reports
- i) Other Staff Reports/Memorandums
- j) New Business
- k) In-Camera Items
- l) Next Meeting
- m) Adjournment

The agenda for special meetings of the Authority shall be prepared as directed by the Chair.

The business of the Authority shall be taken up in the order in which it stands on the agenda unless otherwise decided by a Majority of those Directors present.

No Director shall present any matter to the Authority for its consideration unless the matter appears on the agenda for the meeting of the Authority or leave is granted to present the matter by the affirmative vote of a Majority of the Directors present.

Agendas for meetings shall be forwarded to all Directors at least seven calendar days in advance of the meeting. Such agendas shall be made available to the public on the Authority's website at the same time, unless the meeting is closed to the public in accordance with this by-law. Such agendas shall also be available in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

5. Quorum

At any meeting of the Board of Directors, a quorum consists of one-half of the Directors appointed by the Participating Municipalities, except where there are fewer than six such Directors, in which case three such Directors constitute a quorum. At any Executive Committee (if applicable), Advisory Board or committee meeting, a quorum consists of one-half of the Members of the Executive Committee (if applicable), Advisory Board or committee.

If there is no quorum within one half hour after the time appointed for the meeting, the Chair for the meeting shall declare the meeting adjourned due to a lack of a quorum, or shall recess until quorum arrives, and the recording secretary shall record the names of the Directors present and absent.

If during an Authority or Advisory Board or Committee meeting a quorum is lost, then the Chair shall declare that the meeting shall stand recessed or adjourned, until the date of the next regular meeting or other meeting called in accordance with the provisions of this by-law.

Where the number of Directors who are disabled from participating in a meeting due to the declaration of a conflict of interest is such that at that meeting the remaining Directors are not of sufficient number to constitute a quorum, the remaining number of Directors shall be deemed to constitute a quorum, provided such number is not less than two.

6. Debate

The Authority shall observe the following procedures for discussion/debate on any matter coming before it:

- a) A Director shall be recognized by the Chair prior to speaking;
- b) Where two or more Directors rise to speak, the Chair shall designate the Director who has the floor, who shall be the Director who in the opinion of the Chair was first recognized;
- c) All questions and points of discussion shall be directed through the Chair;
- d) Where a motion is presented, it shall be moved and seconded before debate;
- e) No Director shall speak more than once to the same question without leave from the Chair, except in explanation of a material part of the speech;
- f) No Director shall speak more than five minutes without leave of the Chair;
- g) Any Director may ask a question of the previous speaker through the Chair;
- h) The Director who has presented a motion, other than a motion to amend or dispose of a motion, may speak again to the motion immediately before the Chair puts the motion to a vote;
- i) When a motion is under debate, no motion shall be received other than a motion to amend, to defer action, to refer the question, to take a vote, to adjourn, or to extend the hour of closing the proceedings;
- j) When a motion is under consideration, only one amendment is permitted at a time.

7. Matters of Precedence

The following matters shall have precedence over the usual order of business:

- a) a point of order;
- b) matter of privilege;

- c) a matter of clarification;
- d) a motion to suspend a rule of procedure or to request compliance with the rules of procedure;
- e) a motion that the question be put to a vote;
- f) a motion to adjourn.

8. Directors' Attendance

The Authority shall provide a listing of Directors' attendance at scheduled meetings of the Authority to the Participating Municipalities at least annually.

Upon a Director's vacancy due to death, incapacity or resignation occurring in any office of the Authority, the Authority shall request the municipality that was represented by that Director appoint a Director replacement.

If a Director is unable to attend any meeting and wishes to bring any additional information or opinion pertaining to an agenda item to the Board of Directors, the Director shall address in writing or email to the Chair or Secretary-Treasurer such correspondence prior to the start of the meeting. The correspondence shall be read aloud by the Secretary-Treasurer without comment or explanations.

9. Electronic Participation

A Director may, ~~if all the Directors consent,~~ participate in a meeting of the Board of Directors by telephonic or electronic means that permits all participants to communicate adequately with each other during the meeting. A Director so participating in a meeting is deemed to be present at the meeting and shall have the ability to register a vote, be counted towards determining quorum, and participate in any portion of the meeting, including portions closed to the public. However, no person so participating shall chair a meeting of the Board of Directors unless the meeting is held in its entirety by telephonic or electronic means.

Commented [5]: This change was recommended by Conservation Ontario.

When the Chair wishes the Board to vote on an urgent motion, and it is impracticable to hold an in-person Board meeting in a sufficiently timely manner, the Chair or his/her designate may administer a vote by telephone or by electronic means (email or otherwise), provided no member of the Board of Directors objects and provided the Chair concludes that it is fair and appropriate to hold such a vote. Unless impracticable, the vote shall be held by telephone conference call or similar method by which all Directors may simultaneously communicate orally with one another. Only in exceptional circumstances should a vote be taken through email. In each case, the Chair shall prescribe the time period within which, and the means by which, the votes must be cast. At the conclusion of the time period, if there are fewer votes cast than are required in order to constitute a quorum at a meeting of the Board of Directors, the vote shall be a nullity. Provided a quorum is achieved, the result of the vote shall be binding, but (except in the case of unanimous votes of approval in writing by all Directors) only until the next Board meeting. If the result of a vote (other than a unanimous vote of approval in writing by all Directors) is not approved at the next Board meeting, or if any Director who did not vote objects at the next Board meeting to the holding of the vote by telephone or by electronic means, or objects to the voting procedure prescribed by the Chair, the vote shall become a nullity, but the same motion may then be voted upon at the meeting in the ordinary course. In the case of unanimous votes of approval in writing by all Directors, the result of the vote shall be binding immediately. All votes by telephonic or electronic means shall be minuted in the same way as votes at in-person Board meetings.

10. Delegations

Any person or organization who wishes to address the Authority may make a request in writing or email to the Secretary-Treasurer, or designate, using the prescribed "Request for Delegation" form. The request should include a brief statement of the issue or matter involved and indicate the name of the proposed speaker(s). If such request is received eight business days in advance of a scheduled meeting, the delegation shall be listed on the published agenda.

Any person or organization requesting an opportunity to address the Authority, but not having made a written request to do so in the timelines specified above, may appear before the meeting if approved by a Majority of Directors present, or shall be listed on the published agenda for the following meeting.

Except by leave of the Chair or appeal by the leave of the meeting, delegations shall be limited to one (1) speaker for not more than 10 minutes.

Speakers will be requested not to repeat what has been said by previous speakers at the meeting. A returning delegation will only be allowed to speak again if new, relevant information has become available since their previous presentation. The Chair may choose to end a returning delegation's presentation if, in the opinion of the Chair, the new information being presented is not relevant to a decision facing the Board of Directors.

Where appropriate, the Chair may advise those in attendance at a Board of Directors meeting: (a) to respect reasonable rules of decorum in their remarks; and (b) that no endorsement by the HCA of a delegate's statements may be implied or inferred from the communication of the statements during the course of the Board of Directors meeting, or on account of the HCA having granted permission to the delegate to make a presentation at the Board of Directors meeting.

Where a delegation request is made in connection with a meeting that is to be held by telephone or electronically, the Secretary-Treasurer, or designate, the Chair or the Chair's designate should reach out the leader of the delegation to plan for their attendance by telephone or electronically.

The HCA may live stream and/or make video or audio recordings of all or part of its Board of Directors meeting(s) available to the public but is not obliged to do so.

Where in the discretion of the HCA a Board of Directors meeting is live-streamed and/or recorded, notice to this effect, and regarding the purpose of the live streaming or recording, shall be given to those attending the meeting, either at the time of the meeting or in advance of the meeting.

Commented [6]: This change reflects issues that have arisen at NPCA.

Commented [7]: This change was recommended by Conservation Ontario

Commented [8]: The giving of advance notice that a person's personal information will be recorded or live-streamed is required by privacy legislation.

11. Meeting Schedule and Annual General Meeting

Subject to the right of the Board to set a different meeting schedule or to change the date of a meeting, and the right of the Chair to call a special meeting, the Board will meet 10 times per year beginning at 7:00 p.m. on the first Thursday of the months of February, March, April, May, June, July, September, October, November and December.

The Annual General Meeting shall be the February meeting each year. The date of the meeting may be adjusted to allow for consideration for timing of municipal elections and corresponding municipal and citizen appointments. The Annual General Meeting shall include the following items on the agenda, in addition to the normal course of business:

- a) Appointment of the auditor for the upcoming year
- b) Election of Officers

- c) Board meeting schedule
- d) Voting delegates to Conservation Ontario
- e) Director sign up for Committees and Advisory Committees

12. Voting

In accordance with Section 16 of the Act:

- a) each Director is entitled to one vote, and
- b) a Majority vote of the Directors present at any meeting is required upon all matters coming before the meeting.

If any Director who is qualified to vote abstains from voting, they shall be deemed to have voted neither in favour nor opposed to the question, which will not alter the number of votes required for a Majority.

On a tie vote, the motion is lost.

Interrelated motions shall be voted on in the order specified in Robert's Rules of Order.

Unless a Director requests a recorded vote, a vote shall be by a show of hands or such other means as the Chair may call. No question shall be voted upon more than once at any meeting, unless a recorded vote is requested.

If a Director present at a meeting at the time of the vote requests immediately before or after the taking of the vote that the vote be recorded, each Director present taken by alphabetical surname with the Chair voting last, except a Director who is disqualified from voting by any Act, shall announce his or her vote openly answering "yes" or "no" to the question, and the Secretary-Treasurer shall record each vote.

Where a question under consideration contains more than one item, upon the request of any Director, a vote upon each item shall be taken separately.

Except as provided in Section B, Paragraph 6 of this By-law (Election of Chair and Vice-Chair), no vote shall be taken by ballot or by any other method of secret voting, and every vote so taken is of no effect.

13. Notice of Motion

Written notice of motion to be made at an Authority, Executive Committee, Advisory Board or committee meeting may be given to the Secretary-Treasurer by any Director of the Authority not less than 10 calendar days prior to the date and time of the meeting and shall be forthwith placed on the agenda of the next meeting. The Secretary-Treasurer shall include such notice of motion in full in the agenda for the meeting concerned.

Recommendations included in reports of Advisory Boards or committees that have been included in an agenda for a meeting of the Board of Directors or Executive Committee (if applicable), shall constitute notice of motion for that meeting.

Recommendations included in Staff reports that have been included in an agenda for a meeting of the Board of Directors or Executive Committee (if applicable), shall constitute notice of motion for that meeting.

Notwithstanding the foregoing, any motion or other business may be introduced for consideration of the Authority provided that it is made clear that to delay such motion or other business for the consideration of an appropriate Advisory Board or committee would not be in the best interest of the Authority and that the introduction of the motion or other business shall be upon an affirmative vote of a Majority of the Directors of the Authority present.

14. Motion to Reconsider

If a motion is made to reconsider a previous motion, a two-thirds majority vote shall be required in order for reconsideration to take place. If a motion to reconsider is passed, the original motion shall then be placed on the agenda at a future meeting to be debated and voted upon, and the result of that vote, based on a simple Majority, shall supersede.

15. Duties of the Meeting Chair

It shall be the duty of the Chair, with respect to any meetings over which he/she presides, to:

- a) Preserve order and decide all questions of order, subject to appeal; and without argument or comment, state the rule applicable to any point of order if called upon to do so;
- b) Ensure that the public in attendance does not in any way interfere or disrupt the proceedings of the Directors;
- c) Receive and submit to a vote all motions presented by the Directors, which do not contravene the rules of order or regulations of the Authority;
- d) Announce the results of the vote on any motions so presented;
- e) Adjourn the meeting when business is concluded.

16. Conduct of Directors

Directors shall maintain a high standard for conduct and at all times comply with applicable laws and the Authority's Code of Conduct (Appendix 1).

No Director at any meeting of the Authority shall:

- a) Speak in a manner that is discriminatory in nature based on an individual's race, ancestry, place of origin, citizenship, creed, gender, sexual orientation, age, colour, marital status, family status or disability;
- b) Leave their seat or make any noise or disturbance while a vote is being taken or until the result is declared;
- c) Interrupt a Director while speaking, except to raise a point of order or a question of privilege;
- d) Speak disrespectfully or use offensive words against the Authority, the Directors, Staff, or any member of the public;
- e) Speak beyond the question(s) under debate;
- f) Resist the rules of order or disobey the decision of the Chair on the questions or order or practices or upon the interpretation of the By-laws.

17. Minutes of Meetings

The Secretary-Treasurer shall undertake to have a recording secretary in attendance at meetings of the Authority, the Executive Committee and each Advisory Board or committee. The recording secretary shall make a record in the form of minutes of the meeting proceedings and in particular shall record all motions considered at the meeting.

If a recording secretary is not present in a closed session, the Secretary-Treasurer shall take notes of any direction provided, for endorsement by the Chair and Vice-Chair. [Original copies of confidential minutes are approved and signed by the Chair and filed separately from non-confidential minutes.](#)

Minutes of all meetings shall include the time and place of the meeting and a list of those present and shall state all motions presented together with the mover and seconder and voting results.

A recording of a Board of Directors meeting, if one exists, is not an official record of that meeting. The official record of the meeting shall consist solely of the Minutes approved by the Board of Directors. As the purpose of the recording is administrative, the recordings will be disposed of once they have served that purpose, per HCA's Records Retention Schedule.

The Secretary-Treasurer or designate shall include draft minutes of the previous meeting available to each Director of the Authority at the same time as agendas for the next meeting are distributed.

After the minutes have been approved by resolution, original copies shall be signed by the Secretary-Treasurer and copies of all non-confidential minutes shall be posted on the Authority's website. Such minutes shall also be available for review by any member of the public at the Authority's administration centre or provided in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

Commented [9]: There are privacy restrictions on how long the personal information contained in a recording of a Board meeting can be retained, depending upon the purpose for which the recording was created. If the recording is created for archival purposes (i.e., to keep a permanent record) then it is not necessary to dispose of the recordings after a specific period of time, as long as attendees at the Board meetings are told in advance that their comments will be recorded and permanently kept. If, on the other hand, the purpose of the recording is administrative (such as to assist in drafting minutes of Board meetings) then the recordings should be disposed of once they have served that purpose. The deadline to dispose of the recordings doesn't need to be addressed in the By-law necessarily, but should be reflected either in the By-law or in a record retention policy or privacy policy.

D. Approval of Administrative By-law and Revocation of Previous By-laws

Board Resolution 12,2577 from September 5, 2018 approving the current HCA Administrative By-Law is hereby repealed;

Board Resolution 12,2676 approving the new Administrative By-law shall come into force on the 5th day of September, 2019.

READ A FIRST TIME August 22, 2019, by the Budget and Administration Committee.

READ A SECOND TIME AND PASSED

September 5, 2019

Date

Signed:



Chair



Secretary-Treasurer

E. Appendices to the Administrative By-law

Appendix 1 - Code of Conduct

1. Background

The Hamilton Conservation Authority demands a high level of integrity and ethical conduct from its Board of Directors. The Authority's reputation has relied upon the good judgement of individual Directors. A written Code of Conduct helps to ensure that all Directors share a common basis for acceptable conduct. Formalized standards help to provide a reference guide and a supplement to legislative parameters within which Directors must operate. Further, they enhance public confidence that Directors operate from a base of integrity, justice and courtesy.

The Code of Conduct is a general standard. It augments the laws which govern the behaviour of Directors, and it is not intended to replace personal ethics.

This Code of Conduct will also assist Directors in dealing with confronting situations not adequately addressed or that may be ambiguous in Authority resolutions, regulations, or policies and procedures.

2. General

All Directors, whether municipal councillors or appointed representatives of a municipality, are expected to conduct themselves in a manner that reflects positively on the Authority.

All Directors shall serve in a conscientious and diligent manner. No Director shall use the influence of office for any purpose other than for the exercise of his/her official duties.

It is expected that Directors adhere to a code of conduct that:

- a) upholds the mandate, vision and mission of the Authority;
- b) considers the Authority's jurisdiction in its entirety, including their appointing municipality;
- c) respects confidentiality;
- d) approaches all Authority issues with an open mind, with consideration for the organization as a whole;
- e) exercises the powers of a Director when acting in a meeting of the Authority;
- f) respects the democratic process and respects decisions of the Board of Directors, Executive Committee, Advisory Boards and other committees;
- g) declares any direct or indirect Pecuniary Interest or conflict of interest when one exists or may exist; and
- h) conducts oneself in a manner which reflects respect and professional courtesy and does not use offensive language in or against the Authority or against any Director or any Authority Staff.

3. Gifts and Benefits

Directors shall not accept fees, gifts, hospitality or personal benefits that are connected directly or indirectly with the performance of duties, except compensation authorized by law.

4. Confidentiality

The Directors shall be governed at all times by the provisions of the *Municipal Freedom and Information and Protection of Privacy Act*.

All information, documentation or deliberations received, reviewed, or taken in a closed meeting are confidential.

Directors shall not disclose or release by any means to any member of the public, either in verbal or written form, any confidential information acquired by virtue of their office, except when required by law to do so.

Directors shall not permit any persons, other than those who are entitled thereto, to have access to information which is confidential.

In the instance where a Director vacates their position on the Board of Directors they will continue to be bound by MFIPPA requirements.

Particular care should be exercised in protecting information such as the following:

- a) Human Resources matters;
- b) Information about suppliers provided for evaluation that might be useful to other suppliers;
- c) Matters relating to the legal affairs of the Authority;
- d) Information provided in confidence from an Aboriginal community, or a record that if released could reasonably be expected to prejudice the conduct of relations between an Aboriginal community and the Authority;
- e) Sources of complaints where the identity of the complainant is given in confidence;
- f) Items under negotiation;
- g) Schedules of prices in tenders or requests for proposals;
- h) Appraised or estimated values with respect to the Authority's proposed property acquisitions or dispositions;
- i) Information deemed to be "personal information" under MFIPPA.

The list above is provided for example and is not exhaustive.

5. Use of Authority Property

No Director shall use for personal purposes any Authority property, equipment, supplies, or services of consequence other than for purposes connected with the discharge of Authority duties or associated community activities of which the Authority has been advised.

6. Work of a Political Nature

No Director shall use Authority facilities, services or property for his/her election or re-election campaign to any position or office within the Authority or otherwise.

7. Conduct at Authority Meetings

During meetings of the Authority, Directors shall conduct themselves with decorum. Respect for delegations and for fellow Directors requires that all Directors show courtesy and not distract from the business of the Authority during presentations and when others have the floor.

8. Influence on Staff

Directors shall be respectful of the fact that Staff work for the Authority as a whole and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence.

9. *Business Relations*

No Director shall borrow money from any person who regularly does business with the Authority unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.

No Director shall act as a paid agent before the Authority, the Executive Committee or an Advisory Board or committee of the Authority, except in compliance with the terms of the *Municipal Conflict of Interest Act*.

10. *Encouragement of Respect for the Authority and its Regulations*

Directors shall represent the Authority in a respectful way and encourage public respect for the Authority and its Regulations.

11. *Harassment*

It is the policy of the Authority that all persons be treated fairly in the workplace in an environment free of discrimination and of personal and sexual harassment. Harassment of another Director, Staff or any member of the public is misconduct. Directors shall follow the Authority's Harassment Policy as approved from time-to-time.

Examples of harassment that will not be tolerated include: verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts related to an individual's race, religious beliefs, colour, gender, physical or mental disabilities, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation. The Authority will also not tolerate the display of pornographic, racist or offensive signs or images; practical jokes that result in awkwardness or embarrassment; unwelcome invitations or requests, whether indirect or explicit and any other prohibited grounds under the provisions of the *Ontario Human Rights Code*.

12. *Breach of Code of Conduct*

Should a Director breach the Code of Conduct, they shall advise the Chair and Vice-Chair, with a copy to the Secretary Treasurer, as soon as possible after the breach.

Should a Director allege that another Director has breached the Code of Conduct, the said breach shall be communicated to the Chair, with a copy to the Secretary-Treasurer, in writing. In the absence of the Chair, or if a Director alleges that the Chair has breached the Code of Conduct, the said breach shall be communicated the Vice-Chair, with a copy to the Secretary-Treasurer, in writing.

Should a member of the public or a municipality allege that a Director has breached the Code of Conduct, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Code of Conduct shall be investigated in accordance with the Enforcement of By-laws and Policies procedure outlined or referred to in the Authority's Administrative By-law.

Appendix 2 - Conflict of Interest

1. *Municipal Conflict of Interest Act*

The Authority Directors commit themselves and the Authority to ethical, businesslike, and lawful conduct when acting as the Board of Directors. The Authority is bound by the *Municipal Conflict of Interest Act*. This appendix to the by-law is intended to assist Directors in understanding their obligations. Directors are required to review the *Municipal Conflict of Interest Act* on a regular basis.

2. *Disclosure of Pecuniary Interest*

Where a Director, either on his or her own behalf or while acting for, by, with or through another, has any Pecuniary Interest, direct or indirect, in any matter and is present at a meeting of the Authority, Executive Committee, Advisory Board or committee at which the matter is the subject of consideration, the Director:

- a) shall, prior to any consideration of the matter at the meeting, disclose the Pecuniary Interest and the general nature thereof;
- b) shall not take part in the discussion of, or vote on any question in respect of the matter; and,
- c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

3. *Chair's Conflict of Interest or Pecuniary Interest*

Where the Chair of a meeting discloses a conflict of interest with respect to a matter under consideration at a meeting, another Director shall be appointed to chair that portion of the meeting by Resolution.

4. *Closed Meetings*

Where a meeting is not open to the public, a Director who has declared a conflict of interest shall leave the meeting for the part of the meeting during which the matter is under consideration.

5. *Director Absent*

Where the interest of a Director has not been disclosed by reason of their absence from the particular meeting, the Director shall disclose their interest and otherwise comply at the first meeting of the Authority, Executive Committee, Advisory Board or Committee, as the case may be, attended by them after the particular meeting.

6. *Disclosure Recorded in Minutes*

The recording secretary shall record in reasonable detail the particulars of any disclosure of conflict of interest or Pecuniary Interest made by Directors and whether the Director withdrew from the discussion of the matter. Such record shall appear in the minutes/notes of that particular meeting of the Board of Directors, Executive Committee, Advisory Board or committee, as the case may be.

7. *Breach of Conflict of Interest Policy*

Should a Director breach the Conflict of Interest Policy, they shall advise the Chair and Vice-Chair, with a copy to the Secretary Treasurer, as soon as possible after the breach.

Should a Director allege that another Director has breached the Conflict of Interest Policy, the said breach shall be communicated to the Chair, with a copy to the Secretary

Treasurer, in writing. In the absence of the Chair, or if a Director alleges that the Chair has breached the Conflict of Interest Policy, the said breach shall be communicated the Vice-Chair, with a copy to the Secretary-Treasurer, in writing.

Should a member of the public or a municipality allege that a Director has breached the Conflict of Interest Policy, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Conflict of Interest Policy shall be investigated in accordance with the Enforcement of By-laws and Policies procedure outlined or referred to in the Authority's Administrative By-law.

Appendix 3 - Procedure for Election and Appointment of Officers

1. Voting

Except in the case of appointments by acclamation of Directors to sit as members of the Budget and Administration Committee or the Conservation Advisory Board, voting shall be by secret ballot. No Directors may vote by proxy.

2. Acting Chair

The Board of Directors shall appoint a person, who is not a voting Director, as Acting Chair or Returning Officer, for the purpose of Election of Officers.

3. Scrutineer(s)

The appointment of one or more scrutineers is required for the purpose of counting ballots, should an election be required. All ballots shall be destroyed by the scrutineers afterwards. The Acting Chair shall call a motion for the appointment of one or more persons, who are not Directors of the Authority, to act as scrutineers. A Director, who will not stand for election, may be appointed as an additional scrutineer if requested.

4. Appointment by acclamation of Directors to sit as members of Committees and Advisory Boards

At the Annual General Meeting each year, Directors may nominate themselves to be one of the three Director members of the Budget and Administration Committee or the Conservation Advisory Board. A sign up sheet for Directors wishing to self-nominate shall be available at the Annual General Meeting for this purpose. If more Directors sign up for the Budget and Administration Committee or Conservation Advisory Board than the number of vacancies, there shall be an election for those positions at the next Board meeting following the Annual General Meeting. If the number of Directors who sign up is less than or equal to the number of vacancies, the Acting Chair shall declare those positions filled by acclamation. Any remaining vacancies may be filled by acclamation or election at any subsequent Board meeting.

5. Election Procedures

The Acting Chair shall advise the Directors that the election will be conducted in accordance with the Act as follows:

- a) The elections at the Annual General Meeting shall be conducted in the following order:
 - i. Election of the Chair, who shall be a Director of the Authority and serve as a member of the Budget and Administration Committee.
 - ii. Election of the Vice-Chair, who shall be a Director of the Authority and serve as Chair of the Budget and Administration Committee
 - iii. If applicable, appointment by acclamation of three Budget and Administration Committee members, who shall be Directors of the Authority.
 - iv. If applicable, appointment by acclamation of three Conservation Advisory Board members, who shall be Directors of the Authority.
 - v. Election of Chair of the Conservation Advisory Board, who shall be a Director of the Authority.
- b) The elections at the Board meeting immediately following the Annual General Meeting (if made necessary as a result of more Directors having self-nominated for the positions than the number of vacancies available on the Budget and

Administration Committee and the Conservation Advisory Board), shall be conducted in the following order:

- i. Election of up to three Budget and Administration Committee members, who shall be Directors of the Authority.
 - ii. Election of up to three Conservation Advisory Board members, who shall be Directors of the Authority.
- c) The Acting Chair shall ask for nominations to each position that is to be the subject of an election at the Annual General Meeting or at the Board meeting immediately following;
 - d) Only current Directors of the Authority who are present may vote;
 - e) Nominations shall be called three (3) times and will only require a mover;
 - f) The closing of nominations shall require both a mover and a seconder;
 - g) Each Director nominated shall be asked to accept the nomination. The Director must be present to accept the nomination unless the Director has advised the Secretary-Treasurer in writing or by email in advance of the election of their willingness to accept the nomination.

If one Nominee:

- h) If only one nominee the individual shall be declared into the position by acclamation.

If More than One Nominee:

- i) In the event of an election, each nominee shall be permitted not more than five minutes to speak for the office, in the order of the alphabetical listing by surnames.
- j) Upon the acceptance by nominees to stand for election to the position of office, ballots shall be distributed to the Directors by the scrutineers for the purpose of election and the Acting Chair shall ask the Directors to write the name of one individual only on the ballot.
- k) The scrutineers shall collect the ballots, leave the meeting to count the ballots, return and advise the Acting Chair who was elected with more than 50% of the vote.

A Majority vote shall be required for election. If there are more than two nominees, and upon the first vote no nominee receives the Majority required for election, the name of the person with the least number of votes shall be removed from further consideration for the office and new ballots shall be distributed. In the case of a vote where no nominee receives the Majority required for election and where two or more nominees are tied with the least number of votes, a special vote shall be taken to decide which one of such tied nominees' names shall be dropped from the list of names to be voted on in the next vote.

Should there be a tie vote between two remaining candidates, new ballots shall be distributed and a second vote held. Should there still be a tie after the second ballot a third vote shall be held. Should there be a tie after the third vote, the election of the office shall be decided by lot drawn by the Acting Chair or designate.

Appendix 4 – Committees and Advisory Boards

1. Creation, Role and Powers

Establishment by the Board of Directors: Committees and Advisory Boards may be established by the Board of Directors from time to time. They may be permanent or ad hoc.

Role: Committees and Advisory Boards are established by the Board of Directors to help the Board do its job. They assist the Board by:

- (a) investigating, reviewing and making recommendations to the Boards;
- (b) preparing policy alternatives and identifying implications for Board deliberation; and
- (c) considering and recommending details and actions on programs, projects, etc., within their terms of reference.

Powers: Committees and Advisory Boards have advisory powers only unless other powers are specifically delegated to them by the Board of Directors in writing. Committees and Advisory Boards may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. They do not spend funds or approve policy. Powers will be carefully stated in order not to conflict with authority delegated to the CAO. In keeping with the Board's broader focus, Committees and Advisory Boards will normally not have direct dealings with current Staff operations, and will not delegate directly to Staff.

Composition: Committees are composed of sitting members of the Board of Directors. Advisory Boards are composed of sitting members of the Board of Directors and citizens selected by the Advisory Board Chair for their knowledge or expertise in an area of concern to the specific Advisory Board.

2. Current Committee and Advisory Board Structure

The HCA currently has one standing Committee and one Advisory Board:

- (a) the Budget and Administration Committee; and
- (b) the Conservation Advisory Board.

3. Terms of Reference

Board to Set Terms of Reference: The Board of Directors shall set terms of reference for each Committee and Advisory Board. The terms of reference should describe:

- (a) the name of the Committee or Advisory Board;
- (b) the specific functions, roles and objectives of the Committee or Advisory Board;
- (c) the number of members including, if applicable, the minimum and maximum number of members, and the number of members who must be Directors;
- (d) the term of membership;
- (e) the total maximum time period that a person who is not a Director may remain a member, if applicable;
- (f) the manner of appointment of members;
- (g) qualifications for membership, if applicable; and
- (h) any details regarding meeting procedure that may differ from the procedures applicable to Board meetings.

4. Meeting Procedure

Board Procedure Applies: The regulations governing the procedure of the Board of Directors shall be observed in Committee and Advisory Board meetings, as far as they are applicable, unless varied by the terms of reference of the Committee or Advisory Board in question.

Calling Meetings: Each Committee and Advisory Board shall meet at such time and place as its Chair shall decide under the general direction of the Board of Directors.

Notice of Meetings: Notice of Committee and Advisory Board meetings shall be conveyed to all members at least 5 days prior to the date of the meeting.

Quorum: A quorum of a Committee or Advisory Board shall not be less than one half of its voting members.

Meetings Public: All Committee and Advisory Board meetings are open to the public.

In Camera Business: When a Committee or Advisory Board deals with "in camera" items, the chair of that Committee Advisory Board must report back to the next Board of Directors meeting providing background information, a summary of any discussion and any recommendations. The Board of Directors may receive such reports "in camera" as needed.

5. Minutes of Meetings

Minutes to be Recorded: The minutes of all meetings of the Budget and Administration Committee shall be recorded by the Secretary-Treasurer or his/her designate, and the minutes of all other Committee and Advisory Board meetings shall be recorded by HCA Staff members as designated by the CAO.

Circulation of Minutes: The minutes of Committee and Advisory Board meetings shall be circulated by the secretary of the meeting at least five (5) days prior to the next meeting of the Committee or Advisory Board. The minutes, subject to any amendments approved at the meeting, shall be adopted by motion.

6. Budget and Administration Committee

Members: The Budget and Administration Committee consists of five members of the Board of Directors. The Chair and Vice-Chair of the Board are designated members of the B&AC. Three other members of the Board shall be members of the B&AC. Directors may nominate themselves to be a member of the B&AC, by signing up for the role at the Annual General Meeting each year. If more than three members of the Board (in addition to the Chair and Vice-Chair of the Board) sign up, there shall be an election at the Board meeting following the Annual General Meeting.

Functions: The Budget and Administration Committee is responsible for the following functions:

- (a) Including a "Declaration re Local Government Disclosure of Interest" in its agenda, immediately following the "Chair's Remarks";
- (b) Receiving delegations;
- (c) Reviewing and receiving information memorandums and reports related to topics including but not limited to the following;
 - Expenditure report (Vendor Listing)
 - WSIB Incidents
 - Operating budgets
 - Capital budgets

- Mileage rates
 - Per diems and honorariums
 - Fee schedules
- (d) Recommending the acquisition and/or sale of land;
- (e) Considering matters of Law, Personnel and Property "in camera";
- (f) Investigating, reviewing and making recommendations to the Board of Directors on budget matters, including in particular:
- (i) Reviewing recommendations of Staff on upcoming capital and operating budgets and making recommendations on same;
 - (ii) Reviewing and making recommendations on procedures for obtaining municipal, provincial, federal and private funding;
 - (iii) Reviewing and making recommendations on alternate financing methods, i.e. the issuance of debentures, mortgages, etc.;
 - (iv) Reviewing and making recommendations on the Auditor's annual report;
 - (v) Where appropriate, receiving delegations on behalf of the Board of Directors, and making recommendations thereon.
- (g) Investigating, reviewing and making recommendations to the Board of Directors on insurance matters, including in particular:
- (i) Reviewing and making recommendations on current HCA insurance contracts;
 - (ii) Reviewing and making recommendations on insurance claims pertaining to the overall HCA operation and jurisdiction.
- (h) Investigating, reviewing and making recommendations to the Board of Directors on personnel related matters, including in particular:
- (i) Reviewing Staff requirements and making recommendations on new permanent positions;
 - (ii) Advertising for new permanent positions, interviewing applicants and recommending a final selection for Salary Classification S11 and greater;
 - (iii) Reviewing and making recommendations on step progression or merit increases, and cost of living increases;
 - (iv) Reviewing and making recommendations on overall salary adjustments and reclassifications;
 - (v) Reviewing the HCA Personnel Policy and fringe benefit programs, and making recommendations on any required changes with a budget impact;
 - (vi) Reviewing and making recommendations on members' per diems, honorariums, etc.
- (i) Investigating, reviewing and making recommendations to the Board of Directors on matters pertaining to the negotiation of the various conservation area concession operation contracts and rental agreements.
- (j) Investigating and making recommendations on such other matters as assigned by the Board of Directors, and such matters as may arise from time to time which require some pre-consideration before being brought to the Board of Directors for a final decision.

Governance: The B&AC will oversee and make recommendations to the Board of Directors regarding the good corporate governance of the HCA. For this purpose, the mandate of the B&AC is to: (a) consider and report annually to the Board of Directors on governance issues that have arisen in the past year, including making recommendations, if appropriate, for amendments to this Administrative By-Law, and (b) conduct a comprehensive review of corporate governance every three years and report to the Board of Directors on the results, including making recommendations, if appropriate, for amendments to this Administrative By-Law. The Board shall decide, following receipt of the B&AC's report, whether action is appropriate or required to ensure the continued good corporate governance of the HCA.

7. Executive Committee

Discretion to Create Executive Committee: The Board of Directors may delegate all or any of its power to an Executive Committee (if applicable), except:

- (a) the termination of the services of the Secretary-Treasurer
- (b) the power to raise money, and
- (c) the power to enter into contracts or agreements other than such contracts or agreements as are necessarily incidental to the works approved by the Board of Directors.

No Executive Committee: In 1983, the HCA decided to abandon its Executive Committee. All powers therefore rest with the Board of Directors.

8. Conservation Advisory Board

Functions: The Conservation Advisory Board (CAB) will consider, review and make recommendations on:

- (a) Specific projects as requested annually or as identified by the Board of Directors
- (b) Specific projects and programs identified by HCA staff including but not limited to the following:
 - (i) Conservation area master development plans
 - (ii) Annual membership pass program
 - (iii) Development of new volunteer engagement programs and friends organizations that assist HCA in conservation area programs and projects
 - (iv) Policies, protocols and memorandums of agreement/understanding that do not have a budget impact
 - (v) Long range strategies and plans, watershed and sub-watershed plans and provincial or federal environmental assessments, among other matters.
 - (vi) Large-scale natural heritage enhancement projects, both on Authority owned and managed lands as well as private lands.
 - (vii) Cultural heritage projects for HCA conservation areas and for any buildings or structures owned by the Authority for designation under the terms of the Ontario Heritage Act, R.S.O, 1990.
 - (viii) The continued development and enhancement of the Hamilton Watershed Stewardship Program which includes programs on private and conservation area lands designed to improve the conservation, management and restoration of watershed resources and improvement of water quality.

- (ix) Large-scale, major private and public sector projects which have the potential for major environmental impacts on watershed resources.
 - (x) HCA reports and studies for engineering and water management projects and for comprehensive watershed and subwatershed management projects and plans, among other matters.
 - (xi) The establishment of subcommittees to the CAB, to deal with specific policy or program matters as appropriate, or to sit as members of HCA-established project Steering Committees and to bring recommendations to the CAB for consideration and final recommendation.
- (c) Information on conservation area operations including annual attendance figures and events

Membership: The CAB shall be composed of up to 11 voting members as follows:

- Citizens: up to 8 appointed members of the community at large, with a minimum of 6
- Board of Directors: up to 3 members of the Board

Chair & Vice Chair of CAB: One of the Directors shall serve as Chair of the CAB and a Vice-Chair shall be selected by the CAB members which can be a citizen or Director.

Ex Officio Members: The Chair and Vice Chair of the Board of Directors are ex-officio non-voting members of CAB. They are invited but not required to attend meetings of CAB. If in attendance they are not counted when determining quorum.

Terms of Appointment:

- Citizen members: citizen appointments to CAB will be for a maximum period of 8 consecutive years, with these positions being noted as 4 year appointments with an option for an additional one 4-year term at renewal. Citizen appointments will be staggered to ensure there is not a significant amount of membership turnover in any given year to ensure continuity and knowledge over time.
- After serving for the two terms noted above, a citizen member with continued interest may apply for future vacancies provided the member has taken a minimum of a one year break.
- Directors: appointments of Board of Director members to the CAB are for one year terms and renewed at the Annual General Meeting. Directors may nominate themselves to be a member of CAB, by signing up for the role at the Annual General Meeting. If more than three members of the Board sign up, there shall be an election at the Board meeting following the Annual General Meeting.

Citizen Recruitment & Selection:

Recruitment & Vacancies for Citizen Members

When new citizen members are required a "Notice of Vacancy" will be prepared by the HCA staff and distributed through HCA communication channels which includes, but is not limited to, posting on the HCA website and social media. This document will include general information regarding committee functions and a link to the terms of reference.

A vacancy occurs when a citizen member resigns, vacates a position at their maximum term length or when their resignation is requested by the Chair.

All applicants must submit an expression of interest which includes a cover page and resume.

Selected applicants must attend an interview. The Chair and Vice chair of CAB (or designate) will form the interview committee along with one HCA staff person as designated by the CAO.

The citizen member(s) selected by the interview committee will be endorsed and approved by a report to the next Board of Directors meeting.

Eligibility for Citizen Members

Appointment to CAB will be made providing adherence with the following eligibility requirements:

- Citizen members must live within the HCA watershed
- Citizen members must possess experience and/or expertise with environmental/natural resource issues and/or outdoor recreation/operations, which may include volunteer experience
- While applicants who meet the above eligibility criteria are encouraged to apply, applicants with demonstrated participation in groups or initiatives with goals relevant to the Conservation Advisory Board will be preferred.

Active participation in the CAB meetings is expected of all citizen members. Active participation may refer to both meeting attendance and/or engagement. Members who miss three consecutive meetings without justified absence may be retired from the committee at the discretion of the CAB Chair.

Meetings: Regular meetings of the CAB will be scheduled on a bi-monthly basis, up to 6 meetings per year (currently meetings are proposed as February, April, June, August, October, and December) or at the discretion of the Chair if additional meetings are required.

Meetings will be held on the second Thursday of each month and will commence as early as 4:00 p.m., or as approved by the Chair. HCA staff will work with the CAB Chair to determine agendas for the meetings, location of meetings for site visits and will also work collaboratively to determine when scheduled meetings are to be canceled due to lack of agenda items, inclement weather, lack of quorum or other circumstances.

HCA Support & Advisory Staff: As designated by the CAO, appropriate HCA staff shall provide administrative support, including the taking of minutes, the distribution of minutes and agendas and the general administrative coordination of meetings including posting of vacancies for citizen members.

Staff from various HCA divisions shall provide support to the CAB, including background information, briefings, site visits and formal memos and/or reports.

SECTION 28 (3)
CONSERVATION AUTHORITIES ACT
HEARING GUIDELINES



SECTION 28 (3)
CONSERVATION AUTHORITIES ACT
HEARING GUIDELINES
October 2005, Amended 2018

Peter Krause, Chairman
Conservation Ontario

Gail L. Beggs, Deputy Minister
Ministry of Natural Resources

May, 2018

**Re: Interim Update to the SECTION 28 (3) CONSERVATION AUTHORITIES
ACT HEARING GUIDELINES**

Subsection 28(15) of the *Conservation Authorities Act* provides that a person who has been refused permission or who objects to conditions imposed on a permission may, within 30 days of receiving the reasons may appeal to the Minister of Natural Resources and Forestry. Further to the passage of the *Building Better Communities and Conserving Watersheds Act, 2017* effective April 3, 2018 this appeal has been assigned to the Mining and Lands Tribunal through Order in Council 332/2018. The Mining and Lands Tribunal is now a part of the Environment and Land Tribunal Cluster (ELTO) of the Ministry of the Attorney General.

By law, the appeal made under subsection 28(15) should be filed directly with the Mining and Lands Tribunal. A copy of the appeal letter to the Minister of Natural Resources and Forestry is unnecessary and can be treated as optional. Conservation authorities should notify appellants that they must file their appeals with the Tribunal within 30 days of their receipt of notice. An appeal may be invalidated if it is not filed with the proper office within that time period. The appellants should also be instructed to copy the conservation authority in their appeal letter.

Further to this updated information, an amendment has been made to **Appendix D “Notice of Decision – Model”** to incorporate the revised contact information for the appeal. Conservation authorities are advised to review their internal Hearing Procedures to incorporate this update. It is anticipated that this “Interim Update to the Section 28(3) Conservation Authorities Act Hearing Guidelines” will provide guidance to conservation authorities related to Section 28 hearings until such time as a new Section 28 regulation is created by the province.

Sincerely,



Leslie Rich
Policy and Planning Liaison
Conservation Ontario

Section 28 (12), Conservation Authorities Act - Hearing Guidelines

Table of Contents

1.0.	Introduction and Purpose	41
2.0	Prehearing Procedures	41
2.1	Apprehension of Bias	41
2.2	Application	42
2.3	Notice of Hearing	42
2.4	Presubmission of Reports	43
2.5	Hearing Information	43
3.0	Hearing	43
3.1	Public Hearing	43
3.2	Hearing Participants	43
3.3	Attendance of Hearing Board Members	43
3.4	Adjournments	43
3.5	Orders and Directions	44
3.6	Information Presented at Hearings	44
3.7	Conduct of Hearing	44
4.0	Decision	46
4.1	Notice of Hearing	46
4.2	Adoption	46
5.0	Record	46
Appendices		
A.	Notice of Hearing – model	47
B.	Hearing Procedures – model	48
C.	Opening Chair Remarks – model	49
D.	Notice of Decision – model	50

1.0 PURPOSE OF HEARING GUIDELINES:

The purpose of the Hearing Guidelines is to reflect the changes to the 1998 Conservation Authorities Act. The Act requires that the applicant be party to a hearing by the local Conservation Authority Board, or Executive Committee (sitting as a Hearing Board) as the case may be, for an application to be refused or approved with contentious conditions. Further, a permit may be refused if in the opinion of the Authority the proposal adversely affects the control of flooding, pollution or conservation of land, and additional erosion and dynamic beaches. The Hearing Board is empowered by law to make a decision, governed by the Statutory Powers Procedures Act. It is the purpose of the Hearing Board to evaluate the information presented at the hearing by both the Conservation Authority staff and the applicant and to decide whether the application will be approved with or without conditions or refused.

These guidelines have been prepared as an update to the October 1992 hearing guidelines and are intended to provide a step-by-step process to conducting hearings required under Section 28 (12), (13), (14) of the Conservation Authorities Act. Similar to the 1992 guidelines, it is hoped that the guidelines will promote the necessary consistency across the Province and ensure that hearings meet the legal requirements of the Statutory Powers Procedures Act without being unduly legalistic or intimidating to the participants.

2.0 PREHEARING PROCEDURES

2.1 Apprehension of Bias

In considering the application, the Hearing Board is acting as a decision-making tribunal. The tribunal is to act fairly. Under general principles of administrative law relating to the duty of fairness, the tribunal is obliged not only to avoid any bias but also to avoid the appearance or apprehension of bias. The following are three examples of steps to be taken to avoid apprehension of bias where it is likely to arise.

- (a) No member of the Authority taking part in the hearing should be involved, either through participation in committee or intervention on behalf of the applicant or other interested parties with the matter, prior to the hearing. Otherwise, there is a danger of an apprehension of bias which could jeopardize the hearing.
- (b) If material relating to the merits of an application that is the subject of a hearing is distributed to Board members before the hearing, the material shall be distributed to the applicant at the same time. The applicant may be afforded an opportunity to distribute similar pre-hearing material.
- (c) In instances where the Authority (or Executive Committee) requires a hearing to help it reach a determination as to whether to give permission with or without conditions or refuse a permit application, a final decision shall not be made until such time as a hearing is held. The applicant will be given an opportunity to attend the hearing before a decision is made; however, the applicant does not have to be present for a decision to be made.

Individual Conservation Authorities shall develop a document outlining their own practices and procedures relating to the review and reporting of Section 28 applications, including the role of staff,

the applicant and the Authority or Executive Committee as well as, the procedures for the hearing itself. Such policy and procedures manual shall be available to the members of the public upon request. These procedures shall have regard for the above information and should be approved by the Conservation Authority Board of Directors.

2.2 Application

The right to a hearing is required where staff is recommending refusal of an application or where there is some indication that the Authority or Executive Committee may not follow staff's recommendation to approve a permit or the applicant objects to the conditions of approval. The applicant is entitled to reasonable notice of the hearing pursuant to the Statutory Powers Procedures Act.

2.3 Notice of Hearing

The Notice of Hearing shall be sent to the applicant within sufficient time to allow the applicant to prepare for the hearing. To ensure that reasonable notice is given, it is recommended that prior to sending the Notice of Hearing, the applicant be consulted to determine an agreeable date and time based on the local Conservation Authority's regular meeting schedule.

The Notice of Hearing must contain the following:

- (a) Reference to the applicable legislation under which the hearing is to be held (i.e., the Conservation Authorities Act).
- (b) The time, place and the purpose of the hearing.
- (c) Particulars to identify the applicant, property and the nature of the application which are the subject of the hearing.

Note: If the applicant is not the landowner but the prospective owner, the applicant must have written authorization from the registered landowner.

- (d) The reasons for the proposed refusal or conditions of approval shall be specifically stated. This should contain sufficient detail to enable the applicant to understand the issues so he or she can be adequately prepared for the hearing.

It is sufficient to reference in the Notice of Hearing that the recommendation for refusal or conditions of approval is based on the reasons outlined in previous correspondence or a hearing report that will follow.

- (e) A statement notifying the applicant that the hearing may proceed in the applicant's absence and that the applicant will not be entitled to any further notice of the proceedings.

Except in extreme circumstances, it is recommended that the hearing not proceed in the absence of the applicant.

- (f) Reminder that the applicant is entitled to be represented at the hearing by counsel, if desired.

It is recommended that the Notice of Hearing be directed to the applicant and/or landowner by registered mail. Please refer to **Appendix A** for an example Notice of Hearing.

2.4 Presubmission of Reports

The applicant shall submit reports to the Board members in advance of the hearing (i.e., inclusion on an Authority/Executive Committee agenda). The applicant shall be given two weeks to prepare a report once the reasons for the staff recommendations have been received. Subsequently, this may affect the timing and scheduling of the staff hearing reports.

2.5 Hearing Information

Prior to the hearing, the applicant shall be advised of the local Conservation Authority's hearing procedures upon request.

3.0 HEARING

3.1 Public Hearing

Pursuant to the Statutory Powers Procedure Act, hearings are required to be held in public. The exception is in very rare cases where public interest in public hearings is outweighed by the fact that intimate financial, personal or other matters would be disclosed at hearings.

3.2 Hearing Participants

The Conservation Authorities Act does not provide for third party status at the local hearing. While others may be advised of the local hearing, any information that they provide should be incorporated within the presentation of information by, or on behalf of, the applicant or Authority staff.

3.3 Attendance of Hearing Board Members

In accordance with case law relating to the conduct of hearings, those members of the Authority who will decide whether to grant or refuse the application must be present during the full course of the hearing. If it is necessary for a member to leave, the hearing must be adjourned and resumed when either the member returns or if the hearing proceeds, even in the event of an adjournment, only those members who were present after the member left can sit to the conclusion of the hearing.

3.4 Adjournments

The Board may adjourn a hearing on its own motion or that of the applicant or Authority staff where it is satisfied that an adjournment is necessary for an adequate hearing to be held.

Any adjournments form part of the hearing record.

3.5 Orders and Directions

The Authority is entitled to make orders or directions to maintain order and prevent the abuse of its hearing processes. A hearing procedures example has been included as **Appendix B**.

3.6 Information Presented at Hearings

- (a) The Statutory Powers Procedure Act, requires that a witness be informed of his right to object pursuant to the Canada Evidence Act. The Canada Evidence Act indicates that a witness shall be excused from answering questions on the basis that the answer may be incriminating. Further, answers provided during the hearing are not admissible against the witness in any criminal trial or proceeding. This information should be provided to the applicant as part of the Notice of Hearing.
- (b) It is the decision of the hearing members as to whether information is presented under oath or affirmation. It is not a legal requirement. The applicant must be informed of the above, prior to or at the start of the hearing.
- (c) The Board may authorize receiving a copy rather than the original document. However, the Board can request certified copies of the document if required.
- (d) Privileged information, such as solicitor/client correspondence, cannot be heard. Information that is not directly within the knowledge of the speaker (hearsay), if relevant to the issues of the hearing, can be heard.
- (e) The Board may take into account matters of common knowledge such as geographic or historic facts, times measures, weights, etc or generally recognized scientific or technical facts, information or opinions within its specialized knowledge without hearing specific information to establish their truth.

3.7 Conduct of Hearing

3.7.1 Record of Attending Hearing Board Members

A record shall be made of the members of the Hearing Board.

3.7.2 Opening Remarks

The Chairman shall convene the hearing with opening remarks which generally; identify the applicant, the nature of the application, and the property location; outline the hearing procedures; and advise on requirements of the Canada Evidence Act. Please reference **Appendix C** for the Opening Remarks model.

3.7.3 Presentation of Authority Staff Information

Staff of the Authority presents the reasons supporting the recommendation for the refusal or conditions of approval of the application. Any reports, documents or plans that form part of the presentation shall be properly indexed and received.

Staff of the Authority should not submit new information at the hearing as the applicant will not have had time to review and provide a professional opinion to the Hearing Board.

Consideration should be given to the designation of one staff member or legal counsel who coordinates the presentation of information on behalf of Authority staff and who asks questions on behalf of Authority staff.

3.7.4 Presentation of Applicant Information

The applicant has the opportunity to present information at the conclusion of the Authority staff presentation. Any reports, documents or plans which form part of the submission should be properly indexed and received.

The applicant shall present information as it applies to the permit application in question. For instance, does the requested activity affect the control of flooding, erosion, dynamic beach or conservation of land or pollution? The hearing does not address the merits of the activity or appropriateness of such a use in terms of planning.

- The applicant may be represented by legal counsel or agent, if desired
- The applicant may present information to the Board and/or have invited advisors to present information to the Board
- The applicant(s) presentation may include technical witnesses, such as an engineer, ecologist, hydrogeologist etc.

The applicant should not submit new information at the hearing as the Staff of the Authority will not have had time to review and provide a professional opinion to the Hearing Board.

3.7.5 Questions

Members of the Hearing Board may direct questions to each speaker as the information is being heard. The applicant and /or agent can make any comments or questions on the staff report.

Pursuant to the Statutory Powers Procedure Act, the Board can limit questioning where it is satisfied that there has been full and fair disclosure of the facts presented. Please note that the courts have been particularly sensitive to the issue of limiting questions and there is a tendency to allow limiting of questions only where it has clearly gone beyond reasonable or proper bounds.

3.7.6 Deliberation

After all the information is presented, the Board may adjourn the hearing and retire in private to confer. The Board may reconvene on the same date or at some later date to advise of the Board's decision. The Board members shall not discuss the hearing with others prior to the decision of the

Board being finalized.

4.0. DECISION

The applicant must receive written notice of the decision. The applicant shall be informed of the right to appeal the decision within 30 days upon receipt of the written decision to the Minister of Natural Resources.

It is important that the hearing participants have a clear understanding of why the application was refused or approved. The Board shall itemize and record information of particular significance which led to their decision.

4.1 Notice of Decision

The decision notice should include the following information:

- (a) The identification of the applicant, property and the nature of the application that was the subject of the hearing.
- (b) The decision to refuse or approve the application. A copy of the Hearing Board resolution should be attached.

It is recommended that the written Notice of Decision be forwarded to the applicant by registered mail. A sample Notice of Decision and cover letter has been included as **Appendix D**.

4.2 Adoption

A resolution advising of the Board's decision and particulars of the decision should be adopted.

5.0 RECORD

The Authority shall compile a record of the hearing. In the event of an appeal, a copy of the record should be forwarded to the Minister of Natural Resources/Mining and Lands Commissioner. The record must include the following:

- (a) The application for the permit.
- (b) The Notice of Hearing.
- (c) Any orders made by the Board (e.g., for adjournments).
- (d) All information received by the Board.
- (e) The minutes of the meeting made at the hearing.
- (f) The decision and reasons for decision of the Board.
- (g) The Notice of Decision sent to the applicant

Appendix A

NOTICE OF HEARING

IN THE MATTER OF

The Conservation Authorities Act,

R.S.O. 1990, Chapter 27

AND IN THE MATTER OF an application by

**FOR THE PERMISSION OF THE
CONSERVATION AUTHORITY**

Pursuant to Regulations made under
Section 28, Subsection 12 of the said Act

TAKE NOTICE THAT a Hearing before the Executive Committee of the Conservation Authority will be held under Section 28, Subsection 12 of the Conservation Authorities Act at the offices of the said Authority (ADDRESS), at the hour of , **on the day of , 2001**, with respect to the application by (**NAME**) to permit development within an area regulated by the Authority in order to ensure no adverse affect on (**the control of flooding, erosion, dynamic beaches or pollution or conservation of land/alter or interfere with a watercourse, shoreline or wetland**) on Lot , Plan/Lot , Concession , (**Street**) in the City of , Regional Municipality of , River Watershed.

TAKE NOTICE THAT you are invited to make a delegation and submit supporting written material to the Executive Committee for the meeting of (**meeting number**). If you intend to appear, please contact (**name**) . Written material will be required by (**date**), to enable the Committee members to review the material prior to the meeting.

TAKE NOTICE THAT this hearing is governed by the provisions of the Statutory Powers Procedure Act. Under the Act, a witness is automatically afforded a protection that is similar to the protection of the Ontario Evidence Act. This means that the evidence that a witness gives may not be used in subsequent civil proceedings or in prosecutions against the witness under a Provincial Statute. It does not relieve the witness of the obligation of this oath since matters of perjury are not affected by the automatic affording of the protection. The significance is that the legislation is Provincial and cannot affect Federal matters. If a witness requires the protection of the Canada Evidence Act that protection must be obtained in the usual manner. The Ontario Statute requires the tribunal to draw this matter to the attention of the witness, as this tribunal has no knowledge of the affect of any evidence that a witness may give.

AND FURTHER TAKE NOTICE that if you do not attend at this Hearing, the Executive Committee of the Conservation Authority may proceed in your absence, and you will not be entitled to any further notice in the proceedings.

DATED the ____ day of , _____ 200X

The Executive Committee of the Conservation Authority

Per:

Chief Administrative Officer/Secretary-Treasurer

Appendix B

HEARING PROCEDURES

1. Motion to sit as Hearing Board.
2. Roll Call followed by the Chair's opening remarks.
3. Staff will introduce to the Hearing Board the applicant/owner, his/her agent and others wishing to speak.
4. Staff will indicate the nature and location of the subject application and the conclusions.
5. Staff will present the staff report included in the Authority/Executive Committee agenda.
6. The applicant and/or his/her agent will speak and also make any comments on the staff report, if he/she so desires.
7. The Hearing Board is open to the public and therefore, the Hearing Board will allow others to speak, and, if necessary, the applicant in rebuttal.
8. The Hearing Board will question, if necessary, both the staff and the applicant/agent.
9. The Hearing Board will move into camera.
10. Members of the Hearing Board will move and second a motion.
11. A motion will be carried which will culminate in a resolution advising of the Board's decision and reasons for the decision.
12. The Hearing Board will move out of camera.
13. The Chairman or Acting Chairman will advise the owner/applicant of the Hearing Board decision orally (if present), and in any event by delivery of the Board's written decision to the owner/applicant or the owner/applicant's agent.
14. If decision is "to refuse", the Chairman or Acting Chairman shall notify the owner/applicant of his/her right to appeal the decision to the Minister of Natural Resources within 30 days of receipt of the reasons for the decision.
15. Motion to move out of Hearing Board and sit as Executive Committee.

Appendix C

CHAIR'S REMARKS WHEN DEALING WITH HEARINGS WITH RESPECT TO ONTARIO REGULATION 158

We are now going to conduct a hearing under section 28 of the Conservation Authorities Act in respect of an application by _____; , for permission to: _____

The Authority has adopted regulations under section 28 of the Conservation Authorities Act which requires the permission of the Authority for development within an area regulated by the Authority in order to ensure no adverse affect on (the control of flooding, erosion, dynamic beaches or pollution or conservation of land) or to permit alteration to a shoreline or watercourse or interference with a wetland.

The Staff has reviewed this proposed work and a copy of the staff report has been given to the applicant.

The Conservation Authorities Act (Section 28 [12]) provides that:

"Permission required under a regulation made under clause (1) (b) or 8) shall not be refused or granted subject to conditions unless the person requesting permission has been given the opportunity to require a hearing before the authority or, if the authority so directs, before the authority's executive committee."

In holding this hearing, the Authority Board/Executive Committee is to determine whether or not a permit is to be issued. In doing so, we can only consider the application in the form that is before us, the staff report, such evidence as may be given and the submissions to be made on behalf of the applicant.

The proceedings will be conducted according to the Statutory Powers Procedure Act. Under Section 5 of the Canada Evidence Act, a witness may refuse to answer any question on the ground that the answer may tend to criminate the person, or may tend to establish his/her liability to a civil proceeding at the instance of the Crown or of any person.

The procedure in general shall be informal without the evidence before it being given under oath or affirmation unless decided by the hearing members.

If the applicant has any questions to ask of the Hearing Board or of the Authority representative, they must be directed to the Chair of the board.

Appendix D – Amended May 2018

(Date)

BY REGISTERED MAIL

(name)

(address)

Dear:

RE: NOTICE OF DECISION

Hearing Pursuant to Section 28(12) of the Conservation Authorities Act

Proposed Residential Development

Lot , Plan ; ?? Drive City of

(Application #)

In accordance with the requirements of the Conservation Authorities Act, the (**name**) Conservation Authority provides the following Notice of Decision:

On (**meeting date and number**), the Hearing Board/Authority/Executive Committee refused/approved your application/approved your application with conditions. A copy the Boards/Committee's resolution # has been attached for your records. Please note that this decision is based on the following reasons: (***the proposed development/alteration to a watercourse or shoreline adversely affects the control of flooding, erosion, dynamic beaches or pollution or interference with a wetland or conservation of land***).

In accordance with Section 28 (15) of the Conservation Authorities Act, An applicant who has been refused permission or who objects to conditions imposed on a permission may, within 30 days of receiving the reasons under subsection (14), appeal to the Minister who may refuse the permission; or grant permission, with or without conditions. [Through Order in Council 332/2018 the responsibility for hearing the appeal has been transferred to the Mining and Lands Tribunal](#). For your information, should you wish to exercise your right to appeal the decision, a letter by you or your agent/counsel setting out your appeal must be sent within 30 days of receiving this decision addressed to:

Office of the Mining and Lands Tribunal
700 Bay Street, 24th Floor, Box 2400
Toronto, Ontario M5G 1Z6

A carbon copy of this letter should also be sent to this conservation authority. Should you require any further information, please do not hesitate to contact (**staff contact**) or the undersigned.

Yours truly,

Chief Administrative Officer/Secretary Treasurer

Enclosure

Report

TO: Budget & Administration Committee

FROM: Lisa Burnside, Chief Administrative Officer (CAO)

PREPARED BY: Nancy Watts, Director of Human Resources and Wellness

DATE: August 20, 2020

RE: Minimum Wage Increase for Casual Wage Rates

STAFF RECOMMENDATION

THAT the Budget & Administration Committee recommends to the Board of Directors:

THAT the revised October 1, 2020 Casual/Seasonal wage grids for Hamilton Conservation Authority and Confederation Beach Park/Wild Waterworks and the 2021 Construction/Millgrove casual wage grid as attached in the August 20, 2020 report be approved.

BACKGROUND

HCA has casual wage grids for seasonal staff hired to assist our owned and managed operations. Effective, October 1, 2020, the Provincial Government has legislated a \$0.25 increase to the general and student minimum wages. The general minimum wage is currently \$14.00/hr and will increase to \$14.25. The student minimum wage (for those under age 18) is currently \$13.15/hr and will increase to \$13.40/hr. Subsequently, all service levels and grids have increased by 0.25 cents.

STAFF COMMENT

In regular operating years, HCA hires approximately 230 casual/seasonal staff, distributed as follows:

Area	Number of casual staff
HCA conservation areas	80
HCA Millgrove/Construction	6
Confederation Beach Park non wave pool	20

Confederation Beach Park Wild Waterworks	125
--	-----

The majority of staff are hired using rates based on the minimum wage, noted as Service Level 1 in the HCA and Confederation Beach Park/Wild Waterworks grids. Service Level 3 encompasses positions that require some credential or higher levels of skill or qualification such as security.

STRATEGIC PLAN LINKAGE

The initiative refers directly to the HCA Strategic Plan 2019 - 2023:

- **Strategic Priority Area – Organizational Excellence**
 - Attracting and retaining a skilled workforce and promoting staff training, mentoring and succession planning

AGENCY COMMENTS

None

LEGAL/FINANCIAL IMPLICATIONS

The minimum wage increase and 0.25 cent increase to all service levels is estimated to have an impact of approximately \$45,000 for casual staffing expenses.

CONCLUSIONS

The change to the 2020/2021 casual/seasonal wage grids will provide for the required increase to minimum wage effective October 1 and maintain a standard \$0.25 step increase for staff to reward their experience and assist with recruitment efforts.



October 1, 2020 / 2021 HCA Hiring Request – Seasonal CA and Office Staff

*** PLEASE ATTACH COMPLETED APPLICATION FORM AND/OR RESUME ***

*** ENSURE THAT AN EMAIL IS NOTED TO RECEIVE E-PAY STATEMENTS ***

EMPLOYEE NAME: _____ Ms. Mr.

EMAIL ADDRESS: _____

POSTAL ADDRESS: _____

FIRST TIME EMPLOYEE? Yes No EXTENSION OF EMPLOYMENT? Yes No

POSITION CATEGORY:

(check appropriate box)

	PROV. MIN. RATES					
HOURLY RATES						
POSITION CATEGORY:	Under 18	2 nd step <18	Minimum Wage	2 nd step	3 rd Step	4 th step
Conservation Area Services Level 1	13.40	13.65	14.25	14.50	14.75	15.00
Includes titles – Park/Grounds Maintenance, Gate/Campground/Marina/Boat Rental Attendants, Food Service, Cashier, Cook, Customer Service						
Conservation Area Services Level 2			15.25	15.50	15.75	16.00
Includes titles – Accounting/Payroll Staff, Historical Interpreter, Team Leader						
Conservation Area Services Level 3			16.25	16.50	16.75	17.00
Includes titles – Conservation Area Worker, Licenced Security						

SPECIFIC POSITION TITLE: _____ SUPERVISOR: _____

WORK LOCATION: (Cons. Area, Workplace) _____

ACCOUNT NO: _____

EMPLOYMENT PERIOD: (Start & Final Date) _____

CRIMINAL RECORDS CHECK REQUIRED (check one box) Yes No

DRIVER'S LICENCE CHECK REQUIRED (check one box) Yes No

REPLACEMENT FOR: (If replacing another employee, give name of employee being replaced and date they left)

REVISION OF EMPLOYMENT: (State revision, i.e. rate of pay/position, supervisor, etc.)

REQUESTED BY: _____
(Name) (Title)

(Signature) (Date)

APPROVAL: _____ (Date): _____
(Director of Conservation Area Services or Human Resources)



October 1, 2020 / 2021 HCA Hiring Request – Confederation Beach Park/WWW

*** PLEASE ATTACH COMPLETED APPLICATION FORM AND/OR RESUME ***

*** ENSURE THAT AN EMAIL IS NOTED TO RECEIVE E-PAY STATEMENTS ***

EMPLOYEE NAME: _____ Ms. Mr.

EMAIL ADDRESS: _____

POSTAL ADDRESS: _____

FIRST TIME EMPLOYEE? Yes No EXTENSION OF EMPLOYMENT? Yes No

POSITION CATEGORY:

(check appropriate box)

	PROV. MIN. RATES					
HOURLY RATES						
POSITION CATEGORY:	Under 18	2 nd step <18	Minimum Wage	2 nd step	3 rd Step	4 th step
Conservation Area Services Level 1	13.40	13.65	14.25	14.50	14.75	15.00
Includes titles – Park / Grounds Maintenance, Food Service, Cashier, Cook						
Conservation Area Services Level 2			15.25	15.50	15.75	16.00
Includes titles – Assistant Plant Operator, Food Concession, Guest Services Representative, Team Leader						
Conservation Area Services Level 3			15.75	16.00	16.25	16.50
Includes titles – NLS Lifeguard and Lifeguard Team Leader, Licenced Security						
Conservation Area Services Level 4			17.25	17.50	17.75	18.00
Includes titles – WWW Maintenance / Cash / Food / Lifeguard Supervisors						

SPECIFIC POSITION TITLE: _____ SUPERVISOR: _____

WORK LOCATION: (Cons. Area, Workplace) _____

ACCOUNT NO: _____

EMPLOYMENT PERIOD: (Start & Final Date) _____

CRIMINAL RECORDS CHECK REQUIRED (check one box) Yes No

DRIVER'S LICENCE CHECK REQUIRED (check one box) Yes No

REPLACEMENT FOR: (If replacing another employee, give name of employee being replaced and date they left)

REVISION OF EMPLOYMENT: (State revision, i.e. rate of pay/position, supervisor, etc.)

REQUESTED BY: _____
(Name) (Title)

(Signature) (Date)

APPROVAL: _____ (Date): _____

(Director of Conservation Area Services or Human Resources)

2021 HCA Hiring Request – Construction/Millgrove Casual Staff

*** PLEASE ATTACH COMPLETED APPLICATION FORM AND/OR RESUME ***

*** ENSURE THAT AN EMAIL IS NOTED TO RECEIVE E-PAY STATEMENTS ***

EMPLOYEE NAME: _____ Ms. Mr.

EMAIL ADDRESS: _____

POSTAL ADDRESS: _____

FIRST TIME EMPLOYEE? Yes No EXTENSION OF EMPLOYMENT? Yes No

POSITION CATEGORY:

HOURLY RATES				
POSITION CATEGORY:	1 st step	2 nd step	3 rd Step	
Level 1: General Labourer	17.25	18.25	19.25	
Includes titles – Labourer for construction, carpentry, electrical, landscaping, forestry and fleet				
Level 2: Semi-Skilled Labourer	19.50	21.00	22.50	
Includes titles – Semi-skilled operator with 2 years of proven experience, certified/trained labourer with 2+ years of experience				
Level 3: Licensed Truck Driver/Heavy Equipment and/or Skilled Operators	22.75	24.75	26.75	
Includes titles – DZ driver, AZ driver or an experienced heavy equipment operator				
POSITION CATEGORY:	1 st step	2 nd step	3 rd Step	4 th step
Apprentice Program	18.25	20.25	22.25	24.25
Skilled Trades (i.e. carpentry, electrical etc.)				

SPECIFIC POSITION TITLE: _____ SUPERVISOR: _____

WORK LOCATION: Millgrove Works Yard, 594 5th Concession Road West, Waterdown ON L8B 1L5

ACCOUNT NO: _____

EMPLOYMENT PERIOD: (Start & Final Date) _____

CRIMINAL RECORDS CHECK REQUIRED (check one box) Yes No

DRIVER'S LICENCE CHECK REQUIRED (check one box) Yes No

REPLACEMENT FOR: (If replacing another employee, give name of employee being replaced and date they left)

REVISION OF EMPLOYMENT: (State revision, i.e. rate of pay/position, supervisor, etc.)

REQUESTED BY: _____
(Name) (Title)

(Signature) (Date)

APPROVAL: _____ (Date): _____

(Director of CaPSS, Secretary Treasurer or Human Resources)