

Board of Directors
Meeting No. BOD-11-21
Friday, November 26, 2021
10:00 a.m.

(following the Annual Conservation Awards virtually celebration)

Agenda

Meeting Location:

To be held virtually by Zoom
Minutes and agendas are available at www.LSRCA.on.ca

Upcoming Events

Board of Directors' Meeting

Friday, December 17th at 9:00 a.m.
To be held virtually by Zoom

A full listing of events can be found at www.LSRCA.on.ca

I. Acknowledgement of Indigenous Territory

II. Declarations of Pecuniary Interest and Conflicts of Interest

III. Approval of Agenda

Pages 1 - 4

Recommended: That the content of the Agenda for the November 26, 2021 meeting of the Board of Directors be approved as presented.

IV. Adoption of Minutes

a) Board of Directors' Meeting

Pages 5 - 14

Included in the agenda is a copy of the draft minutes of the Board of Directors' Meeting, No. BOD-10-21, held on Friday, October 22, 2021.

Recommended: That the minutes of the Board of Directors' Meeting, No. BOD-10-21, held on Friday, October 22, 2021 be approved as circulated.

b) Conservation Ontario Council Meeting

Pages 15 - 21

Included in the agenda is a copy of the minutes of the Conservation Ontario Council meeting held on Monday, September 27, 2021.

Recommended: That the minutes of the Conservation Ontario Council meeting held on Monday, September 27, 2021 be received for information.

V. Announcements

VI. Presentations

Pages 22 - 28

a) Transformation 2022-2024

Lake Simcoe Region Conservation Authority's Strategic Plan

Communications Specialist, Melissa Rosato, will present Transformation 2022-2024 - Lake Simcoe Region Conservation Authority's Strategic Plan.

Recommended: That the presentation by Communications Specialist, Melissa Rosato, regarding Transformation 2022-2024 - Lake Simcoe Region Conservation Authority's Strategic Plan be received for information.

Included in the agenda is Staff Report No. 58-21-BOD regarding Transformation 2022-2024 - Lake Simcoe Region Conservation Authority's Strategic Plan.

Recommended: That Staff Report No. 58-21-BOD regarding the completion of Transformation 2022-2024 - Lake Simcoe Region Conservation Authority's Strategic Plan be received; and

Further that Transformation 2022-2024 - Lake Simcoe Region Conservation Authority's Strategic Plan be approved.

VII. Hearings

There are no Hearings scheduled for this meeting.

VIII. Deputations

There are no Deputations scheduled for this meeting.

IX. Determination of Items Requiring Separate Discussion

(Reference Page 4 of the agenda)

X. Adoption of Items Not Requiring Separate Discussion

XI. Consideration of Items Requiring Separate Discussion

XII. Closed Session

The Board will move to Closed Session to deal with confidential land matters.

Recommended: That the Board move to Closed Session to deal with a confidential land matter; and

Further that the Chief Administrative Officer, members of the Executive Leadership Team, and the Coordinator BOD/CAO remain in the meeting for the discussion.

The Board will rise from Closed Session and report findings.

Recommended: That the Board rise from Closed Session and report findings.

a) Confidential Land Matter

Recommended: That Confidential Staff Report No. 61-21-BOD regarding a confidential land matter be received; and

Further that the recommendations contained within the report be approved.

b) Confidential Land Matter

Recommended: That Confidential Staff Report No. 62-21-BOD regarding a confidential land matter be received; and

Further that the recommendations contained within the report be approved.

XIII. Other Business

The next meeting of the Board of Directors will be held at @ 9:00 a.m. on Friday, December 17, 2021. This meeting will be held via Zoom, access details to be provided prior to the meeting.

XIV. Adjournment

Agenda Items

1. Correspondence

There are no Correspondence items for this meeting.

2. Planning and Development Fees and Proposed Fee Schedule

Pages 29 - 49

Recommended: That Staff Report No. 59-21-BOD regarding the Lake Simcoe Region Conservation Authority Planning and Development Fees Policy Update be received; and

Further that the proposed Planning and Development Fees Policy be approved and effective January 3, 2022.

3. 2022 Budget Update

Pages 50 - 57

Recommended: That Staff Report No. 60-21-BOD regarding an update on the Authority's 2022 Budget be received for information.

Board of Directors' Meeting

Board of Directors' Meeting No. BOD-10-21

Friday, October 22, 2021

Held virtually via Zoom

Meeting Minutes

LSRCA Board Members Present

Regional Chairman W. Emmerson (Chair), Councillor P. Ferragine (Vice Chair), Councillor K. Aylwin, Mayor D. Barton, Mayor B. Drew, Councillor A. Eek, Councillor K. Ferdinands, Councillor W. Gaertner, Councillor R. Greenlaw, Mayor V. Hackson, Councillor S. Harrison-McIntyre, Councillor C. Pettingill, Mayor M. Quirk, Councillor C. Riepma, Regional Councillor T. Vegh, Councillor A. Waters, Councillor E. Yeo

LSRCA Board Members Absent

Deputy Mayor J. Gough

LSRCA Staff Present

R. Baldwin, T. Barnett, A. Brown, M. Bessey, J. Chan, M. Critch, P. Davies, J. Doyley, N. Hamley, C. Hawson, S. Jagminas, B. Kemp, B. Longstaff, G. MacMillan, S. McKinnon, K. Nesbitt, N. O'Dell, G. Peat, M. Rosato, C. Sharp, B. Thompson, K. Toffan, K. Yemm, K. Zeppieri

Guests Present

R. Gilliland, S.M. Stephen

I. Land Acknowledgement

II. Declarations of Pecuniary Interest or Conflict of Interest

None noted for the meeting.

III. Approval of Agenda

Moved by: P. Ferragine

Seconded by: C. Riepma

BOD-143-21 **Resolved** That the content of the Agenda for the October 22, 2021 meeting of the Board of Directors be approved as presented. **Carried**

IV. Adoption of Minutes

a) Board of Directors' Meeting

Moved by: A. Eek

Seconded by: M. Quirk

BOD-144-21 **Resolved That** the minutes of the Board of Directors' Meeting, No. BOD-09-21, held on Friday, September 24, 2021 be approved as circulated. **Carried**

V. Announcements

- a) CAO Rob Baldwin mentioned that the drop-in retirement party recently held for the Authority's former CAO Mike Walters was very well attended and it was so nice to see so many staff and other friends and contacts. The former CAO retired at the end of 2020, but due to COVID only a virtual celebration was permitted at that time.
- b) CAO Rob Baldwin advised that staff have been working through a vaccination policy, which will include members of the Board. The policy has gone through legal review and is now being reviewed by the Authority's Health and Safety Committee. He anticipates the final policy being available to staff the Board members in a week or so. He also advised that staff continue to work from home, and the return to the physical offices in a cohort rotation format is set for January 10, 2022.

VI. Presentations

a) Lake Simcoe Region Conservation Authority Comprehensive Review of Planning and Development Fees and Draft Proposed Fee Schedule

Mr. Sean-Michael Stephen of Watson & Associates provided an overview of the comprehensive review of the Planning and Development Fees Policy that was undertaken for the Authority, noting the principle objectives of the review included assessing full cost of service and making recommendations that ensure conformity with all legislation and guidelines; balancing the Authority's need to maximize cost recovery with stakeholder interests, affordability, and competitiveness; as well as reviewing the fees policy. The review also included an assessment of mapping and data sharing fees, Environmental Assessment review fees, Environmental Compliance Approval review fees, project costings; and other consulting services provided.

The process to assess the full cost of planning and permitting services included a review of background information, costing categories and application patterns; document fee categorization and development of review process maps; design processing effort estimates and staff capacity utilization analysis; development of activity-based costing models to generate

draft full cost fee schedules; calculation of full cost recovery and policy driven fees, and testing using conservation authority/municipal comparison surveys, market competitiveness, and applicant affordability; and preparation of a report and recommendations.

The review determined that 71% of annual staff time is spent on plan/permit review activities, and the remaining 29% is spent on activities not considered as part of this review (examples: engineering staff time required for flood forecasting and warning services, floodplain model updates and internal and external data requests to support industry partners or internal departments). Current annual costs of service are \$5.0 million (\$2.2 million for plan review, \$2.7 million for permitting, and \$0.1 million for other reviews). Direct costs of service represent 73% of the total annual costs, while the indirect costs represent 20%, and capital costs make up the remaining 7% of annual costs.

At present, fees recover 61% of the total annual cost of processing. In the plan review, fees are recovering 69% of full costs of services. Permitting fees are recovering at 56% of the full cost of service. With respect to permitting fees, the greatest shortfall is attributed to permits related to private residential development. Historically, the costing of these permits has been sensitive to applicant affordability.

A more detailed analysis of the costs and revenues can be found in Chapter 3 of the Watson & Associates report, which can be accessed through this link: [Watson & Associates Final Report](#).

To view this presentation, please click this link: [Plan Review and Permitting Fees Review](#)

Moved by: W. Gaertner

Seconded by: M. Quirk

BOD-145-21 **Resolved That** the presentation by Sean-Michael Stephen of Watson & Associates regarding an overview of Watson and Associates' report entitled "Plan Review and Permitting Fees Review" for the Lake Simcoe Region Conservation Authority be received for information. **Carried**

Staff Report No. 50-21-BOD regarding the Authority's the Comprehensive Review of Planning and Development Fees and Draft Proposed Fee Schedule was included in the agenda.

Moved by: W. Gaertner

Seconded by: M. Quirk

BOD-146-21 **Resolved That** Staff Report No. 50-21-BOD regarding the Lake Simcoe Region Conservation Authority Comprehensive Review of Planning and Development Fees by Watson & Associates be received; and

Further That the recommendations of the report by Watson & Associates be endorsed and a copy be circulated to member municipalities, Conservation Ontario, Greater Golden Horseshoe Conservation Authorities, and the Building Industry and Land Development Association for their information; and

Further That the Authority's proposed fee schedule effective January 3, 2022 be brought to the Board of Directors at the November 2021 meeting for approval. **Carried**

b) Third Quarter 2021 Financial Report and Year-End Forecast

General Manager, Corporate and Financial Services/CFO, Mark Critch, provided an overview of the Authority's 3rd Quarter 2021 Financial Report and Year-End Forecast, noting annual operating plans are progressing as expected and a small surplus is projecting for year-end, similar to what was reported at the end of the second quarter. The Authority's financial condition remains strong and continues to be monitored by staff. He noted the 2022 budget process is well underway.

Third quarter highlights include an overall surplus of \$267K, with most programs and projects on track. Revenue generated is in line with expectations, including the tree planting and education programs, which are worth noting due to the challenging year these two areas had through the pandemic. He noted a small deficit in ecological management and staffing variances in Planning & Development. He updated on capital investments made in 2021, noting all capital projects are in progress and many will carry over to the beginning of 2022.

The year-end forecast is based on staff not returning to the offices until 2022. Deferred revenue is being used to finish some Annual Operating Priorities, specifically watershed planning initiatives and completion of the Strategic Plan. Overall, the Authority's financial condition is good.

To view this presentation, please click this link: [3rd Quarter 2021 Financial Update](#)

Moved by: T. Vegh

Seconded by: K. Aylwin

BOD-147-21 **Resolved That** the presentation by General Manager, Corporate and Financial Services/CFO, Mark Critch, regarding the Authority's 3rd Quarter 2021 Financial Report and Year-End Forecast be received for information. **Carried**

Staff Report No. 51-21-BOD regarding the Authority's 3rd Quarter 2021 Financial Report and Year-End Forecast was included in the agenda.

Moved by: T. Vegh

Seconded by: K. Aylwin

BOD-148-21 **Resolved That** Staff Report No. 51-21-BOD regarding the Third Quarter 2021 Financial Report and Year-End Forecast be received for information. **Carried**

c) Update on Climate Change Education Programs and Services

Manager, Education, Nicole Hamley provided an update on climate change Education Programs, noting that in 2019 a report entitled “Canada, Climate Change and Education: Opportunities for Public and Formal Education”, outlined several key research findings including: (i) the majority of Canadians feel more time on climate change education is needed, (ii) students widely believe that climate change is happening, but do not express confidence that anything can be done about it, (iii) educators want to teach climate change, but they need more training to connect climate change to their courses, and (iv) community partners continue to play a key role in climate change education. She advised that prior to 2019, climate change was embedded into the Authority’s school programs in age-appropriate ways. In 2019, new and well received climate change programs were introduced for students at the Nature Centre and for teachers at Sheppard’s Bush. Moving into 2020, COVID-19 presented significant challenges and a new approach was needed. The Education team collaborated with the Integrated Watershed Management division, resulting in four new climate change education programs and services that launched in 2021 that would meet specific recommendations in the Authority’s Climate Change Adaptation and Mitigation Strategies, two in School Programming and two in Community Programming.

New School Programming included: i) a new downloadable Climate Change presentation for grade 7 and 8 educators, accompanied by a Teacher Guide. This free, curriculum-linked resource is easy for educators to implement with minimal preparation; and ii) working with the York Region District School Board, the Authority developed a three-part integrated learning program for grade 7 and 8 students called “Nurturing Local Climate Champions”, where school board teachers deliver an introductory lesson, followed by a live virtual visit by a member of the Authority’s Education team. New Community Programming included: i) a hike series in which five hikes were offered between September 1st and October 16th at three different Authority properties with each hike focusing on a specific topic related to climate change, such as forestry, restoration, water quality and human health; and ii) the launch on October 7th of a new podcast called “Lake Simcoe Sessions”, with a total of five episodes planned for weekly release.

Next steps include analyzing these new initiatives to gauge success and challenges and remaining focused on the final design of the new Nature Centre. To view this presentation,

please click this link: [Climate Change Education Update](#). For more information on these new programs, please contact Nicole Hamley @ n.hamley@lsrca.on.ca.

Moved by: A. Waters

Seconded by: C. Pettingill

BOD-149-21 **Resolved That** the presentation by Manager, Education, Nicole Hamley regarding the Authority's Climate Change Education Programs be received for information. **Carried**

Staff Report No. 52-21-BOD regarding the Authority's Climate Change Education Programs was included in the agenda.

Moved by: A. Waters

Seconded by: C. Pettingill

BOD-150-21 **Resolved That** Staff Report No. 52-21-BOD regarding the Authority's work to strengthen and expand its climate change education programs and services be received for information. **Carried**

d) Case Study: Reducing Municipal Salt Application while Maintaining Public Safety

Manager, Integrated Watershed Management, Bill Thompson provided an overview of case studies on reducing municipal salt application practices while maintaining public safety, noting that since 2014 Authority staff have been working with both municipal staff, provincial roads staff, winter maintenance contractors and industry representatives to better understand winter maintenance practices and barriers to adoption of better practices, with the ultimate goal being a reduction of chloride loading to Lake Simcoe. Some shifts have been seen over the years in maintenance practices, and accordingly funding from the Ministry of the Environment, Conservation and Parks was used to document these shifts in a series of case studies in hopes of illustrating triple bottom line benefits (environmental, economic, and public safety) associated with better winter maintenance practices. He went on to describe a case study in the public sector and another one in the private sector.

Case Study No 1: In winter 2017/18, the Town of Newmarket shifted from the use of a conventional salt-sand mix on their roads to a treated salt called Thawrox. Since that time and with the effectiveness of the new material, Newmarket has reduced its chloride application rates by 46%. While Thawrox is more expensive than conventional salt, these reduction in application rates has more than offset the increased material costs, resulting in a 33% savings in material costs on a per-event basis. Most importantly, there has been no increase in collisions on Newmarket's roads since these new practices were adopted.

Case Study No 2: Authority staff have been monitoring operational practices and stormwater run-off from a large commercial parking lot since 2014. During this time, two different contractors have managed the 14-ha lot. The current contractor, who has a greater level of training and uses a treated material similar to the Town of Newmarket, uses less than half of the material to manage this parking lot than the previous contractor, who followed more conventional practices. It is important to note, that no slips, falls, or complaints from the public were documented during the tenure of either contractor in this parking lot. For more information on these case studies or winter maintenance practices, please contact Bill Thompson @ b.thompson@lsrca.on.ca. To view this presentation, please click this link: [Reducing Winter Salt Case Studies](#)

Moved by: E. Yeo

Seconded by: R. Greenlaw

BOD-151-21 **Resolved That** the presentation by Manager, Integrated Watershed Management, Bill Thompson regarding an overview of case studies on reducing municipal salt application practices while maintaining public safety be received for information. **Carried**

Staff Report No. 53-21-BOD regarding case studies on reducing municipal salt application practices while maintaining public safety was included in the agenda.

Moved by: E. Yeo

Seconded by: R. Greenlaw

BOD-152-21 **Resolved That** Staff Report No. 51-21-BOD 53-21-BOD regarding case studies of the benefits of adoption of better winter maintenance practices be received for information. **Carried**

VII. Hearings

There were no hearings at this meeting.

VIII. Deputations

There were no deputations at this meeting.

IX. Determination of Items Requiring Separate Discussion

Items No. 1c and 3 were identified under items requiring separate discussion.

X. Adoption of Items not Requiring Separate Discussion

Items No. 1a, 1b, 2 and 4 were identified under items not requiring separate discussion.

Moved by: P. Ferragine

Seconded by: A. Eek

BOD-153-21 **Resolved That** the following recommendations respecting the matters listed as “Items Not Requiring Separate Discussion” be adopted as submitted to the Board, and staff be authorized to take all necessary action required to give effect to same. **Carried**

1. Correspondence (Items 1a and 1b)

BOD-154 **Resolved That** Correspondence Items 1a) and 1b) be received for information. **Carried**

2. In-year Budget Improvements

BOD-155-21 **Resolved That** Staff Report No. 54-21-BOD regarding in-year budget improvements be received; and

Further that the request to have authority delegated to the Chief Financial Officer to make necessary budget adjustments to enable more meaningful budget-to-actual comparisons in year and better year-over-year budget analysis be approved. **Carried**

4. WC3 Stormwater Pond Retrofit Project - Kennedy Street West, Aurora

BOD-156-21 **Resolved That** Staff Report No. 56-21-BOD regarding the WC3-Stormwater management pond retrofit project in Aurora be received; and

Further that funding for the project provided by the Town of Aurora as outlined be approved; and

Further that the Authority be directed to choose a construction contractor as per the Authority's purchasing policy. **Carried**

XI. Consideration of Items Requiring Separate Discussion

1. Correspondence (Items 1c)

Chief Administrative Officer, Rob Baldwin, updated the Board regarding the email received from the Ministry of the Environment, Conservation and Parks, noting the regulations mentioned are the culmination of the work of the Minister's working group with thanks to the Ministry and Minister Piccini for listening to the working group. Of note, the transition date has

been moved from January 2023 to January 2024. Passive recreation has been recognized as a core and mandated program, due in part to Minister Piccini's visit earlier in summer to Scanlon Creek, which was organized by MPP Andrea Khanjin. Other highlights include the removal of the suggested community advisory board. HE noted that more information will come to the Board as it becomes available.

Moved by: K. Ferdinands

Seconded by: V. Hackson

BOD-157-21 **Resolved That** Correspondence Item 1c) be received for information.

Carried

3. Scanlon Creek Nature Centre Project - Selection of Prime Design Consultant

Councillor Waters asked about the chosen consultant's sustainability background. General Manager, Conservation Lands, Brian Kemp advised that a very rigorous process has been undertaken to evaluate, interview and reference check the consultants. Discrepancies regarding fees amongst the potential consultants led to a second interview with Gow Hastings. Also, during the reference check phase, the sustainability factor was discussed. Gow Hastings had also brought a firm called Intuitive to their team, and they are very much an engineering firm that focuses on sustainability. Very specific questions were raised at both interviews with Gow Hastings on sustainability, and GM Kemp and his evaluation team remain quite confident. Councillor Waters also noted he could recommend an individual with sustainability expertise if needed.

Moved by: A. Waters

Seconded by: P. Ferragine

BOD-158-21 **Resolved That** Staff Report No. 55-21-BOD regarding the results of RFP #2021-CL-0002 for Prime Design Consultant Services for the Scanlon Creek Nature Centre Project be received; and

Further That the Chief Administrative Officer be directed to finalize a contract to retain the services of Gow Hastings Architects as the Prime Design Consultant. **Carried**

XII. Closed Session

With Confidential Staff Report No. 57-21-BOD having been previously distributed to Board members, Chair Emmerson asked if there were any questions or comments from Board members. Seeing there were no questions or comments from Board members, Chair Emmerson asked that the staff report be moved without going into Closed Session.

a) Confidential Land Matter

Moved by: S. Harrison-McIntyre

Seconded by: R. Greenlaw

BOD-159-21 **Resolved That** Confidential Staff Report No. 57-21-BOD regarding a confidential human resources matter be received; and

Further that the recommendations contained within the report be approved. **Carried**

XIII. Other Business

- a) Chair Emmerson noted the next Board of Directors' meeting will be held on Friday, November 26th, and the Authority's Annual Conservation Awards ceremony will be held just ahead of this meeting.
- b) Councillor Eek advised that on November 3rd and 4th, York Region is hosting the 13th Annual Agri-Food Forum, a two-day forum for with 50 speakers.
- c) Councillor Gartner thanked Authority staff for all their great work on Stream and Wetland Creation Project on Kennedy Street in Aurora.

XIV. Adjournment

Moved by: C. Pettingill

Seconded by: C. Riepma

BOD-160-21 **Resolved That** the meeting be adjourned at 11:15 a.m. **Carried**

Original to be signed by:

Regional Chairman Wayne Emmerson
Chair

Original to be signed by:

Rob Baldwin
Chief Administrative Officer

CONSERVATION ONTARIO COUNCIL MINUTES
September 27, 2021 (Meeting via Zoom)

Voting Delegates Present:

Chair: Andy Mitchell, Otonabee

Brian Horner, Ausable Bayfield
Alan Revill, Cataraqui Region
Katrina Furlnetto, Cataraqui Region
Rick Cerna, Catfish Creek
Karen Ras, Credit Valley
Deb Martin-Downs, Credit Valley
Tim Pidduck, Crowe Valley
Jeff Lees, Ganaraska Region
Linda Laliberte, Ganaraska Region
Chris White, Grand River
Samantha Lawson, Grand River
Scott Greig, Grey Sauble
Andrea Matrosovs, Grey Sauble
Tim Lanthier, Grey Sauble
Moya Johnson, Halton
Hassaan Basit, Halton
Santina Moccio, Hamilton
Lisa Burnside, Hamilton
Andy Letham, Kawartha
Mark Majchrowski, Kawartha
Grant Jones, Kettle Creek
Elizabeth VanHooren, Kettle Creek
Wayne Emmerson, Lake Simcoe Region
Rob Baldwin, Lake Simcoe Region
Donna Blunt, Lakehead Region
Tammy Cook, Lakehead Region
Michael Columbus, Long Point Region

Judy Maxwell, Long Point Region
Trevor Thompson, Lower Thames
Mark Peacock, Lower Thames
Eric Sandford, Lower Trent
Rhonda Bateman, Lower Trent
Dave Turton, Maitland Valley
Janet Mason, Mississippi Valley
Jeff Atkinson, Mississippi Valley
Sally McIntyre, Mississippi Valley
Bruce Mackenzie, Niagara Peninsula
Chandra Sharma, Niagara Peninsula
Carl Jorgensen, Nickel District (Con.Sudbury)
Mariane McLeod, Nottawasaga Valley
Gail Little, Nottawasaga Valley
Doug Hevenor, Nottawasaga Valley
Dan Marinigh, Otonabee Region
James Flieler, Quinte Region
Pieter Leenhouts, Rideau Valley
Corrina Barrett, Sault Ste Marie Region
George Darouze, South Nation
Angela Coleman, South Nation
Joe Faas, St. Clair Region
Larry Gordon, St. Clair Region
Brian McDougall, St. Clair Region
John Mackenzie, Toronto and Region
Alan Dale, Upper Thames River
Tracy Annett, Upper Thames River

Guests:

Dusty Underhill, Catfish Creek
Brad McNevin, Quinte Conservation
Phil Beard, Maitland Valley Conservation
Lisa Van De Ligt, Raisin Region
Bill Smirle, South Nation Conservation
Garish Sankar, St. Clair Region

Members Absent:

Central Lake Ontario
Essex Region
Mattagami Region
North Bay-Mattawa
Saugeen Valley

CO Staff:

Kim Gavine
Deborah Balika
Kristin Bristow
Lauren McPherson
Nicholas Fischer
Bonnie Fox

Jane Lewington
Nekeisha Mohammed
Patricia Moleirinho
Leslie Rich
Jo-Anne Rzaeki
Rick Wilson

1. Welcome from the Chair

Chair Mitchell welcomed everyone in attendance.

2. Adoption of the Agenda

#43/21 Moved by: Alan Dale, Upper Thames River
Seconded by: Carl Jorgensen, Conservation Sudbury

THAT the Agenda be adopted.

CARRIED

3. Declaration of Conflict of Interest

There was none declared.

4. Approval of the Minutes of the Previous Meeting

#44/21 Moved by: Karen Ras, Credit Valley
Seconded by: Dave Turton, Maitland Valley

THAT the minutes from the June 2021 meeting be approved.

CARRIED

5. Business Arising from the Minutes

There was none.

6. Motion to move from Full Council to Committee of the Whole

#45/21 Moved by: Andy Letham, Kawartha Region
Seconded by: Michael Columbus, Long Point Region

THAT the meeting now move from Full Council to Committee of the Whole.

CARRIED

7. Items for Discussion

a. General Manager's Report

Kim Gavine presented the report.

C.W. #46/21 Moved by: Scott Greig, Grey Sauble
Seconded by: Alan Revill, Cataraqui Region

THAT Council receives this report as information.

CARRIED

b. Conservation Ontario's Proposed 2022 Annual Workplan

Kim Gavine presented the report.

C.W. #47/21 Moved by: George Darouze, South Nation
Seconded by: Alan Dale, Upper Thames River

THAT Council approve Conservation Ontario's 2022 Annual Workplan.

CARRIED

c. Proposed 2022 Operating Budget and CA Levy

Linda Laliberte, Chair of the CO Budget and Audit Committee, presented the report.

C.W. #48/21 Moved by: Mariane McLeod, Nottawasaga Valley
Seconded by: Jeff Atkinson, Mississippi Valley

1) *THAT Council adopt the 2022 Proposed Operating Budget as presented.*

2) *THAT the general levy of \$ 1,343,000 be approved and apportioned in accordance with the attached schedule.*

CARRIED

d. Budget Status Report for the period ending August 31, 2021

Kim Gavine presented the report on the budget status to August 31, 2021.

C.W. #49/21 Moved by: Karen Ras, Credit Valley
Seconded by: Bruce Mackenzie, Niagara Peninsula

THAT Council receives this report as information.

CARRIED

e. Update on CO Activities in support of Phase 1 Regulatory Proposals under the *Conservation Authorities Act*

Bonnie Fox provided an update and presentation that is attached to the minutes.

C.W. #50/21 Moved by: Michael Columbus, Long Point Region
Seconded by: Joe Faas, St. Clair Region

THAT Council receives this report as information.

CARRIED

f. Update on the CO Client Service and Streamlining Initiative and Extending the Annual Reporting on Permit Review Timelines

Leslie Rich provided an update and presentation which is attached to the minutes.

C.W. #51/21 Moved by: Pieter Leenhouts, Rideau Valley
Seconded by: Michael Columbus, Long Point Region

THAT the update on the Client Service and Streamlining Initiative be received;

AND THAT subject to confirmation, all Conservation Authorities endorse a commitment to tracking and reporting on Section 28 timeliness, beginning in 2022;

AND THAT Leilani Lee-Yates (NPCA) be endorsed as a members of the CO Timely Review and Approvals Taskforce.

CARRIED

g. Amendments to Conservation Authority Best Management Practices (BMPs) and Administrative By-Law Model

Nicholas Fischer provided an update and presentation which is attached to the minutes.

C.W. #52/21 Moved by: Alan Revill, Cataraqui Region
Seconded by: Karen Ras, Credit Valley

THAT Council endorse the amendments to the “Conservation Authority Best Management Practices and Administrative By-Law Model” (CO, 2020) for implementation, as applicable.

CARRIED

h. Update on Conservation Ontario Governance Accountability and Transparency Initiative

Nicholas Fischer provided an update and presentation which is attached to the minutes.

C.W. #53/21 Moved by: Dave Turton, Maitland Valley
Seconded by: George Darouze, South Nation

THAT Council receives this report as information.

CARRIED

i. Amendments to the Section 28(3) Conservation Authorities Act Hearing Guidelines

Leslie Rich presented the report.

C.W. #54/21 Moved by: Scott Greig, Grey Sauble
Seconded by: Michael Columbus, Long Point Region

THAT Council endorse the amendments to the “Conservation Authorities Act Hearing Guidelines” dated September 16, 2021 (CO and NDMNRF, 2005; amended 2018 and 2020).

CARRIED

j. Update and Next Steps for Increased Federal Funding for Great Lakes Water Quality Agreement including Coastal Resilience

Bonnie Fox presented the report.

C.W. #55/21 Moved by: James Flieler, Quinte Region
Seconded by: Bruce Mackenzie, Niagara Peninsula

THAT a letter be sent to the new Minister Environment and Climate Change Canada (ECCC) at the earliest opportunity of their mandate requesting increased funding for Great Lakes protection.

CARRIED

k. Ontario Soil Action Group (SAG) Soil Health Implementation Plan and Short List Priority Actions

Jo-Anne Rzadki presented the report.

C.W. #56/21 Moved by: Alan Dale, Upper Thames River
Seconded by: Donna Blunt, Lakehead Region

THAT Council endorse continued Conservation Ontario support of and engagement in the Soil Action Group collaborative approach to Soil Health Strategy Implementation, as well as the short list priority actions,

AND THAT Conservation Ontario send a letter to the Soil Action Group Co-Chairs indicating this support.

CARRIED

l. Environment Canada Funding: Nature Smart Climate Solutions and Challenge Fund

Jo-Anne Rzadki and Rick Wilson provided an update and presentation which is attached to the minutes.

C.W. #56/21 Moved by: Andy Letham, Kawartha Region
Seconded by: Pieter Leenhouts, Rideau Valley

THAT Council receives this report as information.

CARRIED

14. Consent Items:

C.W. #57/21 Moved by: Alan Reville, Cataraqui Region
Seconded by: Rick Cerna, Catfish Creek

THAT Council approve the consent agenda and endorse the recommendations accompanying Consent Items 7.m-p and 7.qi-qiv.

CARRIED

m. Conservation Ontario's comments on "Modernizing environmental compliance practices of the Ministry of the Environment, Conservation and Parks" (ERO#019-2972)

18. Adjourn

#60/21

Moved by: George Darouze, South Nation

Seconded by: Pieter Leenhouts, Rideau Valley

THAT the meeting be adjourned.

CARRIED

Staff Report

To: Board of Directors

From: Melissa Rosato, Communications Specialist

Date: November 18, 2021

Subject

Transformation 2022-2024 - Lake Simcoe Region Conservation Authority's Strategic Plan

Recommendation

That Staff Report No. 58-21-BOD regarding the completion of Transformation 2022-2024 - Lake Simcoe Region Conservation Authority's Strategic Plan be received; and

Further that Transformation 2022-2024 - Lake Simcoe Region Conservation Authority's Strategic Plan be approved.

Purpose of this Staff Report:

The purpose of Staff Report No. 58-21-BOD is to provide the Board of Directors with an overview of **Transformation 2022-2024** - Lake Simcoe Region Conservation Authority's new strategic plan and to obtain approval for implementation.

Background:

With the conclusion of our output-based strategic plan, Vision to Action, Action to Results 2016-2020, for the first time the decision was made to complete our new strategic plan in-house. The project has been led by a team in the Communications Department and includes project lead, Melissa Rosato, Communications Specialist; project consultant, Susan Jagminas, Senior Communications Advisor; and project manager, Kristen Yemm, Director, Corporate Communications and Engagement.

Developing the plan internally has resulted in several benefits, including allowing us to address financial constraints related to the pandemic, bringing forward deeper organizational insight into the planning process, and creating more opportunities for increased staff engagement.

With the rapidly changing socioeconomic and environmental landscapes at the forefront, especially over the past two years, we focused on developing a plan within a new framework. **Transformation 2022-2024** has been developed centred around outcome-based impacts, or results. The Authority's new strategic plan clearly articulates our core priorities through business as usual, as well as new initiatives, and will help transform our business to improve our resiliency and to meet the needs and challenges of the future.

This report provides an overview of the development process, the new outcome-based framework and outlines the key high-level strategic priorities and objectives that will guide our work over the next three years.

Prioritized Staff Engagement

Given that many strategic plans are inadequately implemented, in part, due to issues around insufficient internal consultation, a high priority was placed on staff involvement. This strong collaboration was considered an investment in developing a robust and cohesive plan. We sought to effectively consider and integrate the input of staff across all business units, because deep engagement is proven to support implementation and spur greater performance and results.

We pursued engagement through the following mechanisms:

- **Strategic Plan Stars:** A group of individuals, one per department (13 in total) were chosen to serve as champions to guide and promote involvement in the process to their colleagues.
- **Extensive consultation:** We built in processes at every step of the plan to ensure staff had opportunities to provide detailed feedback, and that their feedback was carefully considered during analysis and pursuant recommendations.

Following is a summary of our direct engagement activities:

- 4 - All Staff Presentations
- 8 - Departmental Meetings
- 12 - Interactive workshops

The feedback we've received from staff has been very positive. Many took time to express their appreciation for this greater level of engagement, and for the value they see in the end product and ongoing guidance for implementation.

Board of Directors Consultations

We considered the views of the Board of Directors crucial, as part of building the plan and therefore provided the following opportunities for engagement:

- At the June 2021 Board of Directors meeting, we introduced the project and detailed the progress to date, covering the results from the Situation Analysis, which was an expanded form of SWOT, the new Vision statement and revised Mission Statement and Values.
- On August 24, a special workshop session was held to share the draft Strategic Directions and Objectives while providing time for discussion and feedback. Thirteen Board members participated in the session, and the recording and slide deck were made available afterwards.
- Following this workshop, an optional survey was circulated to the entire Board to provide another opportunity for formal feedback, and we received several responses.

The input obtained through these consultations was carefully considered in the final review of the plan.

A New Plan Framework

Successful strategic plans bring clarity and focus to an organization, creating a roadmap, establishing priorities, and articulating these clearly for essential stakeholders. Changes to strategic thinking and planning have evolved over time, and great effort was taken to remain at the forefront of recommended practices.

Transformation 2022-2024 is considered a departure from past plan formats and covers a three-year time span, instead of the five-year span of past plans. In keeping with the quick pace of societal and environmental change, this plan assures the Authority is agile and can ensure ongoing alignment.

Project Development Timeline and Details

Below is a summary of the steps taken in developing Transformation.



- **Completed:** Step 1: Situation Analysis. November 2020 - March 2021.
 - Outcome: A summary of our strengths, challenges, and opportunities
- **Completed:** Step 2: Vision, Mission, Values Statements. November 2020 - May 2021
 - Outcome: A new Vision statement, a modified Mission Statement, modified Values statements.
- **Completion:** Steps 3 & 4: Goals, Strategic Objectives, Success Indicators. Summer 2021
 - Outcome: 5 Strategic Directions and 20 Objectives that are clear, measurable, and well-aligned.
- **Completed:** Step 5: Validation and Prioritization. October 2021
 - Outcome: A short and prioritized list of initiatives with drafted implementation timelines and forecasted budgets intended to facilitate internal annual work planning.
- **Completed:** Step 6: Launch and Implementation Planning: November 2021 and beyond
 - Outcome: Launch **Transformation: 2022-2024**, for external audiences through a new webpage that's currently under development and will be located at the following address: www.LSRCATransformation.ca
- **Pending: further launch-related tasks:** Additional promotion and engagement to select target audiences, and broadly through our corporate communications channels, to ensure optimal awareness among stakeholders and partners.

Major Plan Components

The major components of **Transformation 2022-2024** are listed below:

Vision Statement: “Healthy lake, healthy land, healthy life... for generations to come.” Our Vision statement lays out the future end state we are seeking. Considered our ultimate goal, it anchors the long view ahead.

Mission statement: “We collaborate to protect and restore the Lake Simcoe watershed with innovative research, policy and action.” The revised statement details the way we will pursue our vision.

Values: Integrity, Accountability, Innovation, Inclusivity, Optimism. These updated values shape our analysis and decision-making in our everyday culture.

Strategic Directions:

These five critical themes organize our work in priority areas.

Strategic Direction 1: Champion Watershed Health and Climate Resilience

Strategic Direction 2: Drive Evidence-Based Decision-Making

Strategic Direction 3: Spark a Passion and Action for Nature

Strategic Direction 4: Advance Organizational Effectiveness and Excellence

Strategic Direction 5: Nurture People and Talent

Objectives: These are the components of the plan that we spent the greatest amount of time developing. While it’s common to remain focused on our projects and initiatives, these are referred to as our outputs. An effective strategic plan requires elaborating on what outcomes those activities are intended to deliver. In strategic planning, this is referred to as intended impact.

As a result of significant collaboration across the entire organization, **Transformation 2022-2024** sets out 20 objectives we believe are critical pathways to achieving a healthy watershed. They have been carefully worded in consideration of longer-term outcomes that will not be achieved quickly, however they are our critical targets we are aiming for.

To facilitate tracking our progress, they were written to clearly identify what we will measure, track, and use as part of our ongoing performance management.

Strategic Direction 1: Champion Watershed Health and Climate Resilience

- People, property and infrastructure are protected from natural hazards through planning, permits, enforcement of regulations and flood management and warning activities.
- Healthy communities are supported through effective plan review services for our municipal clients.
- Drinking water sources are protected through our leadership of the source water protection program.

- A resilient watershed is achieved through nature-based restoration solutions and an increase in protected areas on rural, urban and agricultural lands.

Strategic Direction 2: Drive Evidence-Based Decision-Making

- Knowledge of watershed health and management decisions are improved through comprehensive, leading-edge science.
- Decision makers access, understand and implement integrated watershed management plans and their recommendations.
- Effectively and securely managed data facilitates collaboration and analysis, improving decision-making.
- Climate change considerations drive internal and external programs, policies, plans and practices.

Strategic Direction 3: Spark a Passion and Action for Nature

- Landholdings provide ecological and human health benefits in a sustainable way.
- Mutually beneficial partnerships leverage knowledge and resources for watershed health outcomes.
- Target audiences are aware of our organization's purpose, programs and services.
- Watershed communities consider us a trusted, transparent and inclusive organization.
- Watershed communities are engaged, educated and inspired to care and take action for watershed health.

Strategic Direction 4: Advance Organizational Effectiveness and Excellence

- Proactive financial management and reliable funding sources support sustainable operations.
- Internal and external clients receive excellent service and have their diverse needs met.
- Legal business obligations are upheld through proactive measures.
- Effective and efficient business processes demonstrate a commitment to continuous improvement and environmental sustainability.

Strategic Direction 5: Nurture People and Talent

- Skilled talent is attracted and committed to our vision and have opportunities to grow and develop.
- Employees feel a sense of belonging and contribute to a safe and healthy culture where diversity, equity, inclusion and wellness are celebrated and promoted.
- Staff are highly engaged and have the technical resources, knowledge, and collaborative opportunities to do their jobs effectively, securely and efficiently.

Post-launch Implementation Planning

The approval and launch of **Transformation 2022-2024** marks the completion of a focused and important project, but only the beginning of a new chapter. Strategic plans are only as successful as their implementation.

- **Metrics and tracking:** The ongoing selection and refinement of the supporting Success Indicators has been initiated but requires more time and collaboration to develop fully. The development of outcome indicators is new and exciting for most of our departments.
- **Reporting platform:** A digital internal platform and/or tools will facilitate implementation and still require further development.
- **Aligning current business processes with the plan:** considering the new outcome-based focus for this Strategic Plan, the implementation phase is an opportune time to align the plan in current business processes. Illustrative examples include enhancing analysis and decision-making around seeking external funding for initiatives, as well as the effective development of longer-term budgets.

Reporting Recommendations

It is the purview of the Board of Directors to oversee the work of the Conservation Authority. We, and our watershed stakeholders, rely on the Board's diligence and commitment to hold us accountable to a high level of performance and to show demonstrable results.

The troubling trends of misinformation and erosion of public trust in institutions signals the need to continue articulating our work and results clearly and often.

For this reason, we are proposing the following schedule to track our Strategic Plan Implementation:

- A report to the Board on an annual basis as part of our Annual General Meeting.
- A semi-annual progress update at the mid-year mark as an opportunity to discuss notable developments and any necessary recalibration.
- All initiatives that come before the Board will continue to highlight and detail alignment to the strategic plan.

Issues:

As the recent past has demonstrated, the ability to remain agile in the face of disruption and change is a big asset for any organization. As an organization whose success can hinge on sensitive and vulnerable political and financial partnerships, our ability to implement our objectives can be impacted by forces out of our control.

While 2022 marks the first year of the new plan, the time and resources required to continue to negotiate, and implement legislated changes, cannot be understated and in the near-term, provincial and municipal elections, and continued impacts of COVID-19 recovery, may impact our business directly. These and other unforeseen influences can impact the Authority's ability to implement all the necessary activities to remain completely focused on our strategic directions.

Relevance to Authority Policy:

Transformation 2022-2024 seeks to produce a roadmap to guide the work of the Authority. Through this guiding document and implementation, we seek to effectively align the programs and services we offer, so they achieve our intended impact on the watershed.

Impact on Authority Finances:

Annual budgets will identify workplans and activities associated with implementation of the strategic plan.

Summary and Recommendations:

In our era of increased and rapidly expanding knowledge, vast technological innovation, and fundamental challenges around climate change, this moment of re-evaluation is timely and opportune. What remains consistent and clear, since our inception, is our desire to align objectives, approaches and resources to achieve optimal results.

It is therefore **Recommended That** Staff Report No. 58-21-BOD regarding the completion of **Transformation 2022-2024** - Lake Simcoe Region Conservation Authority's Strategic Plan be received; and **Further that Transformation 2022-2024** - Lake Simcoe Region Conservation Authority's Strategic Plan be approved.

Pre-Submission Review:

Prepared by: Melissa Rosato, Communications Specialist

This Staff Report has been reviewed by the Director, Corporate Communications and Engagement and the Chief Administrative Officer.

Signed by:

Kristen Yemm
Director, Corporate Communications and
Engagement

Signed by:

Rob Baldwin
Chief Administrative Officer

Staff Report

To: Board of Directors

From: Glenn MacMillan, General Manager, Planning, Development and Restoration

Date: November 16, 2021

Subject:

Lake Simcoe Region Conservation Authority Planning and Development Fees Policy Update

Recommendation:

That Staff Report No. 59-21-BOD regarding the Lake Simcoe Region Conservation Authority Planning and Development Fees Policy Update be received; and

Further that the proposed Planning and Development Fees Policy be approved and effective January 3, 2022.

Purpose of this Staff Report:

The purpose of this Staff Report No. 59-21-BOD is to obtain approval from the Board of Directors regarding the proposed changes to the existing Planning and Development Fee Policy.

Background:

This staff report is a follow up to the presentation and Staff Report No. 50-21-BOD that was received by the Board of Directors on October 22, 2021. As outlined in that report, one of the stated Annual Operating Priorities for 2021 was to respond to Bill 108/ Bill 229. In response Planning and Development staff were directed to carry out a comprehensive review of the Planning and Development Fees Policy. This review was dictated by the changes to the *Conservation Authorities Act* through the Building Better Communities and Conserving Watershed Act, 2017 (Bill 139) and the More Homes, More Choice Act, 2019 (Bill 108), both of which have implications for the types of services conservation authorities provide and how costs are recovered.

Accordingly, the Authority engaged the services of Watson & Associates Economists Ltd. to undertake a full cost user fees review pertaining to the Authority's Planning and Development user fees. The key objective of the review was to determine the full cost of application/permit processing (direct, indirect, and capital costs) by application /permit type and to make fee recommendations to recover the full cost of service, having regard for the Authority's policies, stakeholder interest, affordability, and market considerations.

A copy of the [Plan Review and Permitting Fee Review Report](#) prepared by Watson & Associates which was presented to the Board of Directors through Staff Report No. 50-21-BOD.

Staff have prepared an updated proposed fees policy to reflect the outcome of the work carried out by Watson & Associates. With the Board of Directors' approval, this policy will come into effect January 3, 2022 and is anticipated to be in effect for a two year period. A copy of the proposed 2022 Fees Policy can be found attached as Appendix I.

The report prepared by Watson & Associates, together with the proposed Fees Policy, have been circulated to the Building Industry and Land Development Association (BILD), Conservation Ontario, Ontario Stone Sand and Gravel Association, Greater Golden Horseshoe Conservation Authority Planning Group (which includes our neighbouring Conservation Authorities), and Municipal partner Planning Directors/Managers. To date, BILD has provided confirmation that their membership did not have any direct concerns after a formal review of the material. Feedback has not been received from any of the other groups mentioned above.

Issues and Analysis:

Attached as Appendix I is the proposed 2022 Planning and Development Fee Policy. Attached as Appendix II is a document illustrating the current fees and the proposed fees side by side to provide the reader with a clear picture of where the identified gaps have been in our planning and development fees. The proposed fees informed by the comprehensive review carried out by Watson & Associates reflect the amount of staff effort and technical expertise that is required to process each type of application. A summary of Watson & Associates' recommendations was provided to the Board in October 2021 through Staff Report No. 50-21-BOD. It is recognized that there are a few fee areas which are proposed to increase significantly (example – Planning Act site plan review for commercial/industrial proposals and Conservation Authorities Act major permit applications). These are the areas where the Authority has experienced revenue shortfalls, and it has become apparent through this review that the fees for these services were not meeting the user pay principle.

Relevance to Authority Policy:

A corporate operating priority for 2021 is to respond to Bill 108 and implement any changes required to ensure that the Authority is operating within the boundaries of the current legislation. As summarized above, the fees review was carried out in consideration of Section 21 of the *Conservation Authorities Act* and Section 69 of the *Planning Act*. The implementation of the proposed fees policy will ensure that the Authority's Planning and Development program operates on a full cost recovery basis as required.

Impact on Authority Finances:

The anticipated impact of the proposed changes will result in the Planning and Development program operating at a full cost recovery basis. This will be influenced by the volume of applications made under the *Planning Act* and *Conservation Authorities Act* that are received by the Authority going forward, as the proposed fee schedule is based on an average volume of applications received from 2016 to 2020. Authority staff will monitor the effectiveness of the policy and will seek the assistance of Watson & Associates should it be deemed appropriate that further review of certain fee areas is required. The increase in revenue will provide the opportunity for the Planning and Development program to increase staff resources, which will result in the ability to provide plan review services in a shorter timeframe and ultimately a higher level of customer service to municipal and industry partners, as well as watershed residents.

Summary and Recommendations:

It is therefore **Recommended That** Staff Report No. 59-21-BOD regarding the Lake Simcoe Region Conservation Authority Planning and Development Fee Policy Update be received; and **Further that** the proposed Planning and Development Fees Policy be approved and effective January 3, 2022.

Pre-Submission Review:

This Staff Report has been reviewed by the Chief Administrative Officer.

Signed by:

Signed by:

Glenn MacMillan
General Manager, Planning, Development
and Restoration

Rob Baldwin
Chief Administrative Officer

Attachments:

Appendix I – Proposed Planning and Development Fee Policy

Appendix II – Comparison of existing fees schedule versus proposed fees schedule

Appendix I

Planning and Development Fees Policy - 2022

Under

Section 21 (m.1) of the *Conservation Authorities Act*

For the

Lake Simcoe Region Conservation Authority

120 Bayview Parkway

Newmarket, ON, L3Y 3W3

Tel: (905) 895-1281

Web: www.lsrca.on.ca

Effective Date: January 3, 2022

Basis

Legislative

The *Conservation Authorities Act* provides the legislative basis to allow conservation authorities in Ontario to charge fees for services approved by the Minister of Northern Development, Mines, Natural Resources and Forestry. Section 21(m.1) of the Act allows for the collection of fees for planning and development related activities such as:

- Permitting
- Plan review
- Public and legal inquiries

Policy

The Ministry of Northern Development, Mines, Natural Resources and Forestry established the Policies and Procedures for the Charging of Conservation Authority Fees to fulfill Section 21(m.1) of the Conservation Authorities Act. These Policies and Procedures further provide the Lake Simcoe Region Conservation Authority (the Authority) with the policy basis to charge fees for planning and development proposals.

Principles

As a result of the legislative and policy basis, the Authority's Fees Policy is based on the following:

- The user-pay principle
- Adequate consultation and notification
- Opportunity or right to an appeal

Relationship to Planning and Development Program Budget

The fees on the attached Schedules are designed to recover 100% of the cost of providing a planning and regulatory service to the member municipalities, development industry, and landowners.

Process and Notification

One of the Authority's stated Annual Operating Priorities of 2021 was to respond to Bill 108 / Bill 229. In doing so, staff were directed to undertake a comprehensive review of the Planning and Development Fees so that moving forward in 2022, a transparent and defensible fee schedule would be in place to ensure that the Planning and Development program is operating on a 100% full cost recovery basis. To do so, Watson & Associates Economists Limited were engaged to carry out a comprehensive review of the fees which resulted in recommendations which have been incorporated into this fee policy. Members of the Building Industry and Land Development Association were consulted, and their valuable feedback has also been considered in the fee schedule below. The report prepared by Watson & Associates can be accessed via this link: [Watson and Associates Report](#). This Fees Policy is a reflection of the in-depth analysis carried out by Watson & Associates with recognition of industry best practices, staff and stakeholder input. Ultimately, this Fees Policy requires approval by the Authority Board of Directors. Once approved, the Policy will be posted on the Authority's website and will be circulated to:

- Regional and local municipalities
- Neighbouring Conservation Authorities
- Conservation Ontario
- Ministry of Northern Development, Mines, Natural Resources and Forestry
- Building Industry Land Development Association
- Ontario Stone Sand and Gravel Association
- Consultants and the general public as requested

Date of Effect

This Fees Policy requires approval from the Authority Board of Directors. Generally, this Fees Policy will be in effect for a two-year period commencing on January 3, 2022. The Policy supersedes and replaces all previous Authority Fee Policies. Please see transition notes below.

Appeal

An applicant, proponent, or developer has the right to appeal should they be dissatisfied with the prescribed fee. Any appeal shall be heard by the Authority's Board of Directors through a deputation by the proponent. The appeal will be heard in accordance with the Statutory Powers Procedure Act based on the principles of fairness, opportunity, and notification.

Monitoring

This Fees Policy shall be monitored on an annual basis to evaluate its effectiveness and fairness. A Working Group has been established with members of the Building Industry Land Development Association to evaluate this Fees Policy.

Fee Schedules

Note – Fees are not required to include HST Updated May 2020 per the Authority Board of Directors (BOD-30-20) Updated March 2021 (Housekeeping Update) per the Authority Board of Directors (16-21-BOD)

Applications made under the *Planning Act*

Category	Fee
Minor Official Plan Amendment - Proponent Initiated (No technical Review Required – Planning Review Only)	\$2,152
Major Official Plan Amendment – Proponent Initiated (Technical review required)	\$12,651
Minor Zoning By-Law Amendment - Proponent Initiated (No technical review required – Planning Review Only)	\$2,152
Major Zoning By-law Amendment – Proponent Initiated (Technical review required)	\$12,651
Combined Official Plan Amendment / Zoning By-law Amendment	\$12,651
Draft Plan (Subdivision/Condo) Approval – Minimum Fee	\$18,279
Draft Plan Approval - >60 Lots/Units (\$/lot) Maximum Fee imposed at 160 Lots	\$288/Lot, Unit
Final Plan Approval - Minimum Fee (<60 Lots)	\$12,240
Final Plan Approval - >60 Lots	\$288/lot/Unit
Final Plan approval - Maximum Fee (Imposed at 160 +Lots)	No Final Plan Fee
Combined OPA/ZBA/Subdivision or Condo <60 Lots	Full Subdivision Fee and 70% of OPA/ZBA Fee
Combined OPA/ZBA/Subdivision or Condo >60 Lots	Full Subdivision Fee and 70% of OPA/ZBA Fee
Draft Plan of Subdivision – Red-line Revision (Triggering additional technical review)	\$5,100
Draft Plan of Subdivision – Request for Extension of Approval	\$1,282
Site Plan – Residential/Institutional (>15 units)	\$ 20,949
Combined OPA/ZBA/Site Plan (>15 Units)	Full Site Plan Fee and 70% of OPA/ZBA Fee

Category	Fee
Site Plan – Residential/Institutional (<15 units)	\$14,000
Combined OPA/ZBA/Site Plan (<15 Units)	Full Site Plan Fee and 70% of OPA/ZBA Fee
Site Plan - Residential (single-unit)/Agricultural (Minor)	\$2,196
Site Plan – Residential (single-unit)/Agricultural (Major)	\$4,700
Combined OPA/ZBA/Site Plan (Residential – single unit /Agricultural (Major)	Full Site Plan Fee and 70% OPA/ZBA Fee
Site Plan - Golf Courses, Aggregate	\$26,604
Site Plan – Commercial and Industrial	\$24,249
Site Plan Amendment Fee - Minor (Minimal Review or Revisions)	\$2,550
Site Plan Amendment Fee - Major (Technical Review Required)	\$5,100
Greater Than (>) Two (2) technical re-submissions	25% of Application Fee for each additional submission after the 2nd
Site Plan – Water Balance Review Only (WHPA Q2 & 4.8-DP/ 6.40-DP) (The water balance review fee in the WHPA Q2 area and applications subject to the Lake Simcoe Protection Plan Water Recharge Offsetting Policy for the Lake Simcoe Protection Plan for site plans (\$3,151) is applied to those applications typically not circulated to the Authority in accordance with the Memorandum of Understanding with the watershed municipalities. The Authority’s review of these site plan applications will be restricted to the water balance only (i.e., it will not include a review of the grading/drainage/Erosion Sediment Control Plans)	\$3,151
Phosphorus Offsetting Policy Review Only	\$3,387
Consent/Minor Variance Application (Minor – No Technical Review Required – Planning Review Only)	\$525
Consent / Minor Variance Application (Major)	\$2,038
Development Potential Review – Planning (in writing)	\$1,122
Peer Review (e.g., Geotechnical Study)	Paid by Applicant
Site Visit Fee (Required for Requested Site Visits that are not subject to a current and open application under the Planning Act.	\$1,530
Pre-consultation (Review fee of pre-consultation circulations provided to the Authority by partner Municipalities) NOTE: The pre-consultation fee will be credited to the Application Fee if a complete application under the Planning Act is submitted within 12 months of the date of the provided pre-consultation comments.	\$750

Permit Applications made under the *Conservation Authorities Act* and O.Reg.179/06

O.Reg. 179/06 Refers to the Lake Simcoe Region Conservation Authority specific regulation under the *Conservation Authorities Act*.

Private Residential Property

Category	Fee
Major Permit Application Development where there is a high risk to people or property, natural hazards, or natural features. One or more studies required. For example, an environmental impact study, hydraulic analysis, stormwater management report or geotechnical report.	\$5,081
Intermediate Permit Application Development where there is moderate risk to people or property, natural hazards, or natural features. Detailed plans or report is required	\$1,700
Minor Permit Application (Minor permit application refers to a permit for development where there is low risk of impact on natural hazards or natural features. No technical reports are required. Small scale, and/or consistent with policy and guidelines.)	\$750
Routine Permit Application Limited review, minor in nature relative to location, or impact.	\$600
Permit – Revisions Amendments/minor changes to plans made under a previously approved and still valid permit.	Half the original Permit Fee
Retroactive Permit (Refers to a permit required arising from the failure to obtain permission under Ontario Regulation 179/06 before works commenced.)	Double Permit Fee
Retroactive Permit involving Court Order	Double Permit Fee
Permit Reissuance – If a new application is submitted within 6 months of the original permit expiring and there are no changes to the site plan, application, or regulation limit	Half the original Permit Fee
Legal/Real Estate Inquiries	\$525
Letter of Comment	\$255
Permit Associated with a Minister’s Zoning Order (s.28.0.1)	Double Permit Fee
Re-submission Fee (>2 submissions)	25% of Permit Fee

Major Residential (Subdivision), Commercial, Industrial, Institutional Proposals

Category	Fee
Permit Application Amendments/minor changes to plans made under a previously approved and still valid permit.	\$6,000
Intermediate Permit Application	\$4,000
Permit Revisions	Half the original Permit Fee
Retroactive Permits (Refers to a permit required arising from the failure to obtain permission under Ontario Regulation 179/06 before works commenced.)	Double Permit Fee
Permit Reissuance If a new application is submitted within 6 months of the original permit expiring and there are no changes to site plan, application, or regulation limit	Half the original Permit Fee
Green Energy Permits	\$3,200
Permit Associated with a Minister's Zoning Order (s.28.0.1)	Double Permit Fee
Re-submission Fee (>2 Submissions)	25% of Permit Fee

Municipal Proposals

Category	Fee
Major Permit Application Major municipal permit applications refer to applications that require technical reports or analysis to support the application as well as applications for works that cover large geographic areas such as multiple road culverts or bridge replacements and large-scale municipal servicing and road projects.	\$6,300
Minor Permit Application Minor municipal permit applications refer to a permit application which does not require detailed technical reports or analysis to support the application. This could include permit applications for road resurfacing, driveways/roadways culvert replacements, re-grading of existing roadside ditches.	\$4,200
Permit Revisions	Half the original Permit Fee

Category	Fee
Permit Reissuance If a new application is submitted within 6 months of the original permit expiring and there are no changes to site plan, application, or regulation limit	Half the original Permit Fee
Permit Associated with a Minister's Zoning Order (s.28.0.1)	Double Permit Fee
Re-submission Fee (>2 Submissions)	25% of Permit Fee

Large Fill Proposals (>250m³ of Fill Placement)

Category	Fee
Base Fee	\$5,100 + \$1/m ³
Retroactive/Unauthorized Works Refers to a permit required arising from the failure to obtain permission under Ontario Regulation 179/06 before works commenced.	Double Base Fee + \$1/m ³
Speciality Crop Areas within the Provincial Greenbelt (e.g. top dressing or dyke management)	Base Fee + .50 cents/m ³ to a maximum of \$3,060
Re-Submission Fee (>2 Submissions)	25% of Permit Fee

Note – Any Peer Review required by the Authority shall be paid by the applicant or proponent.

Environmental Compliance Approval (ECA) Review

Category	Fee
Minor ECA Stormwater Works Review for <2ha Typically, minor site plans. Municipal projects <2ha;	\$3,800
Moderate ECA Stormwater Works Review for 2ha to 5ha Typically, larger site plans and condominiums. Municipal projects 2ha to 5ha;	\$4,080
Major Stormwater Works Review for >5ha Typically, Draft Plans of Subdivisions and major site plans. Large scale municipal projects >5ha;	\$7,650
Minor Stormwater Conveyance Systems Local municipal roads, 500 metres long or less	\$3,800
Major Stormwater Conveyance Systems Large road projects, arterials, greater than 500 metres in length	\$4,080

Category	Fee
Site or Topic Specific Technical Expert Peer Review This is for the rare instance where there is need for an outside Technical Expert (i.e., geotechnical). All external fees will be agreed upon by applicant prior to commencement;	\$710 + TBD Technical Review Fee
Re-submission Fee (>2 Technical Submissions)	%25 of Permit Fee

Technical Reviews (Non-Application)

Category	Fee
Minor Technical Review Due diligence review, minor technical studies. NOTE: 50% of Fee will be credited to Application Fee if an application is received within 12 months of first Minor Technical Review Submission	\$2,100
Major Technical Review Detailed studies including floodplain analysis, detailed boundary delineation, peer review of existing reports. NOTE: 50% of Fee will be credited to Application Fee if an application is received within 12 months of first Major Technical Review Submission	\$4,000
Re-Submission Fee (>2 Submissions)	25% of Review Fee

Environmental Assessments

Category	Fee
Schedule B Class	\$6,520 + Applicable Permit Fee
Schedule C Class	\$9,208 + Applicable Permit Fee

Notes to Fee Schedule

Resubmission Fees

Re-submission fees will be applicable for any submission after the second submission in support of a permit application or *Planning Act* application. For subdivision applications, resubmission fees will be payable for each submission after the second functional submission and second detailed design submission.

Changes to Fees

The Authority reserves the right to modify or adjust fees should the review require a substantially greater or lower level of review and/or assessment, including applications to alter or change a floodplain, retroactive permits required by a Court Order or permits associated with a Minister's Zoning Order.

Transition

Any subdivision application where the draft plan fee was paid prior to January 2, 2022 will be required to pay the final plan fee (per the 2021 fee schedule) and will be subject to the >3 submission fee per the 2021 fee schedule if required.

Applications for Plan of Subdivision (and associated Official Plan Amendment and/or Zoning By-law Amendment) received January 3, 2022 or later will be subject to the 2022 fee.

All complete applications (inclusive of the Authority Fees paid) as of January 2, 2022, 2021 will be subject to the 2021 fee schedule and additional technical review fee (>3 Technical submissions). All completed applications January 3, 2022 and later will be subject to the additional submission fee (>2 Submissions) of 25% of the total application fee.

Any Planning Act, Conservation Authorities Act, Environmental Assessment Act and Environmental Compliance Approval applications received in 2021 without payment, will not be considered complete applications until the Authority review fee has been received. The required fee will be in accordance with the in force and effect fee schedule at the time of payment.

Appendix II

Comparison of Current Fees vs. Proposed Fees

Applications made under the *Planning Act*

Category	Fee	Proposed Fee
Block/Neighbourhood Plans – Proponent Driven	\$5,100	Category Removed
Minor Official Plan Amendment - Proponent Initiated (no technical review required – planning review only)	\$2,040	\$2,151
Major Official Plan Amendment – Proponent Initiated (technical review required)	Not a current category	\$12,651
Minor Zoning By-Law Amendment - Proponent Initiated (no technical review required – planning review only)	\$1,020	\$2,152
Major Zoning By-law Amendment – Proponent Initiated (technical review required)	Not a current category	\$12,651
Combined Official Plan Amendment / Zoning By-law Amendment	Not a current category	\$12,651
Draft Plan (Subdivision/Condo) Approval – Minimum Fee	\$15,300	\$18,279
Draft Plan Approval - >60 Lots/Units (\$/lot) Maximum Fee imposed at 160 lots	\$255/Lot, Unit	\$288/Lot, Unit
Draft Plan Approval – Maximum Fee	\$40,800	\$46,080
Final Plan Approval - Minimum Fee (<60 Lots)	\$12,240	\$12,240
Final Plan Approval - >60 Lots/Units	\$255/Lot, Unit	\$288/Lot, Unit
Final Plan approval - Maximum Fee (Imposed at 160+ Lots)	\$35,700	No Final Plan Fee
Combined OPA/ZBA/Subdivision or Condominium	Not a current category	Full Subdivision Fee and 70% of OPA/ZBA Fee
Draft Plan of Subdivision – Red-line Revision (Triggering additional technical review)	\$5,100	\$5,100
Draft Plan of Subdivision – Request for Extension of Approval	\$525	\$1,282
Site Plan – Residential/Institutional (>15 units)	\$17,340	\$20,949
Site Plan – Residential/Institutional (<15 units)	\$7,140	\$14,000
Combined OPA/ZBA/Site Plan	Not a current category	Full Site Plan Fee and 70% of OPA/ZBA Fee

Category	Fee	Proposed Fee
Site Plan - Residential (single-unit)/Agricultural (Minor) No technical review required.	\$1,530	\$2,196
Site Plan - Residential (single-unit)/Agricultural (Major) Technical review required.	Not a current category	\$4,700
Site Plan – Golf Courses, Aggregate; Minimum Fee	\$15,300	Category Removed
Site Plan - Golf Courses, Aggregate; Maximum Fee	\$30,600	Category Removed
Site Plan - Golf Courses, Aggregate	Not a current category	\$26,604
Site Plan – Commercial and Industrial	\$7,140	\$24,249
Site Plan Amendment Fee - Minor (Minimal Review or Revisions)	\$2,550	\$2,550
Site Plan Amendment Fee - Major (Technical Review Required)	\$5,100	\$5,100
Greater Than (>) Three (3) technical re-submissions	\$2,040	Line removed in proposed fee schedule
Greater Than (>) Two (2) technical re-submissions	Not a current fee	25% of Application Fee for each additional submission after the second
Site Plan – Water Balance Review Only (WHPA Q2 & 4.8-DP / 6.40-DP of LSPP) The water balance review fee in the WHPA Q2 area and applications subject to the Lake Simcoe Protection Plan Water Recharge Offsetting Policy for the Lake Simcoe Protection Plan for site plans is applied to those applications typically not circulated to the Authority in accordance with the Memorandum of Understanding with the watershed municipalities. The Authority’s review of these site plan applications will be restricted to the water balance only (i.e., will not include a review of the grading/drainage/erosion sediment control plans)	\$1,530	\$3,151
Water Balance Review (WHPA Q2 Area) – typical technical review	\$1,020	Removed from fee schedule. Cost has been considered as part of overall site plan review
Phosphorus Offsetting Policy (POP) Review Only	\$1,530	\$3,387
Minor Consent/Minor Variance Application (planning review only)	\$525	\$525

Category	Fee	Proposed Fee
Major Consent/Minor Variance Application (technical review required)	Not a current fee	\$2,038
Development Potential Review – Planning (in writing)	\$525	\$1,122
Peer Review (e.g., Geotechnical Study)	Paid by Applicant	Paid by Applicant
Site Visit Fee (Required for Requested Site Visits that are not subject to a current and open application under the Planning Act.	\$1,530	\$1,530
New Pre-consultation (Review fee of pre-consultation circulations provided to the Authority by partner Municipalities)	\$306	\$750 Note: the pre-consultation fee will be credited to the Application Fee if a complete application under the Planning Act is submitted within 12 months of the date of the provided the Authority pre-consultation comments

Permit Applications made under the *Conservation Authorities Act* and O.Reg.179/06

Category	Fee	Proposed Fee
Major Permit Application Development where there is a high risk to people or property, natural hazards, or natural features. One or more studies required. For example, an environmental impact study, hydraulic analysis, stormwater management report or geotechnical report.	\$1,530	\$5,081
Intermediate Permit Application Development where there is moderate risk to people or property, natural hazards, or natural features. Detailed plans, or report is required	\$1,020	\$1,700
Minor Permit Application Development where there is low risk of impact on natural hazards or natural features. No technical reports are required. Small scale, and/or consistent with policy and guidelines	\$750	\$750
Routine Permit Application Limited review, minor in nature relative to cost, location, or impact.	\$306	\$600
Permit – Revisions amendments/minor changes to plans made under a previously approved and still valid permit.	Half the original Permit Fee	Half the original Permit Fee
Retroactive Permit	Double Permit Fee	Double Permit Fee
Permit Reissuance If a new application is submitted within 6 months of the original permit expiring and there are no changes to the site plan, application, or regulation limit	Half the original Permit Fee	Half the original Permit Fee
Legal/Real Estate Inquiries	\$525	\$525
Letter of Comment	\$255	\$255
Permit Associated with Minister’s Zoning Order (s.28.0.1)	Double Permit Fee	Double Permit Fee
Re-submission Fee (>2 submissions)	Not a current fee	25% of permit fee

Major Residential (Subdivision), Commercial, Industrial, Institutional Proposals

Category	Fee	Proposed Fee
Permit Application – amendments/minor changes to plans made under a previously approved and still valid permit.	\$3,570	\$6,000
Intermediate Permit Application	\$1,530	\$4,000
Permit Revisions	Half the original Permit Fee	Half the original Permit Fee
Retroactive Permits (Refers to a permit required arising from the failure to obtain permission under Ontario Regulation 179/06 before works commenced).	Double Permit Fee	Double Permit Fee
Permit Reissuance – If a new application is submitted within 6 months of the original permit expiring and there are no changes to site plan, application, or regulation limit	Half the original Permit Fee	Half the original Permit Fee
Green Energy Permits	\$5,100	\$3,200
Permit Associated with a Minister’s Zoning Order (s.28.0.1)	Double Permit Fee	Double Permit Fee
Re-submission Fee (>2 Submissions)	Not a current fee	25% of permit fee

Municipal Proposals

Category	Fee	Proposed Fee
Major Permit Application Major municipal permit applications refer to applications that require technical reports or analysis to support the application as well as applications for works that cover large geographic areas such as multiple road culverts or bridge replacements and large-scale municipal servicing and road projects.	\$3,060	\$6,300
Minor Permit Application Minor municipal permit applications refer to a permit application which does not require detailed technical reports or analysis to support the application. This could include permit applications for road resurfacing, driveways/roadways, culvert replacements, re-grading of existing roadside ditches.	\$1,020	\$4,200
Permit Revisions	\$525	Half the original permit fee
Permit Reissuance If a new application is submitted within 6 months of the original permit expiring and there are no changes to site plan, application, or regulation limit	Half the original Permit Fee	Half the original permit fee
Permit Associated with a Minister's Zoning Order (s.28.0.1)	Double Permit Fee	Double Permit Fee
Re-submission Fee (>2 Submissions)	Not a current fee	25% of Permit Fee

Large Fill Proposals (>250m³ of Fill Placement)

Category	Fee	Proposed Fee
Base Fee	\$5,100 + \$1/m ³	\$5,100 + \$1/m ³
Retroactive/Unauthorized Works	Double Base Fee + \$1/m ³	Double Base Fee + \$1/m ³
Speciality Crop Areas within the Provincial Greenbelt (e.g., top dressing or dyke management)	Base Fee + .50 cents/m ³ to a maximum of \$3,060	Base Fee + .50 cents/m ³ to a maximum of \$3,060
Re-submission Fee (> 2 Submissions)	Not a current fee	25% of Permit Fee

Environmental Compliance Approval (ECA) Review

Category	Fee	Proposed Fee
Minor ECA Stormwater Works Review for <2ha Typically, minor site plans. Municipal projects <2ha	\$2,040	\$3,800
Moderate ECA Stormwater Works Review for 2ha to 5ha Typically, larger site plans and condominiums. Municipal projects 2ha to 5ha	\$4,080	\$4,080
Major Stormwater Works Review for >5ha Typically, Draft Plans of Subdivisions and major site plans. Large scale municipal projects >5ha	\$7,650	\$7,650
Minor Stormwater Conveyance Systems <ul style="list-style-type: none"> Local municipal roads, 500 metres long or less 	\$1,530	\$3,800
Major Stormwater Conveyance Systems <ul style="list-style-type: none"> Large road projects, arterials, greater than 500 metres in length 	\$3,060	\$4,080
Site or Topic Specific Technical Expert Peer Review This is for the rare instance where there is need for an outside Technical Expert (i.e., geotechnical). All external fees will be agreed upon by applicant prior to commencement	\$510 + TBD Technical Review Fee	\$710 + TBD Technical Review Fee
Re-Submission Fee (>2 Submissions)	Not a current fee	25% of Review Fee

Technical Reviews (Non-Application)

Category	Current Fee	Proposed Fee
Minor Technical Review Due diligence review, minor technical studies;	\$2,550	\$2,100
Major Technical Review Detailed studies including floodplain analysis, detailed boundary delineation, peer review of existing reports;	\$5,100	\$4,000
Re-Submission Fee (>2 Submissions)	Not a current fee	25% of Review Fee

Environmental Assessments

Category	Current Fee	Proposed Fee
Schedule B Class	Not a current fee	\$6,520 + Applicable Permit Fee
Schedule C Class	Not a current fee	\$9,208 + Applicable Permit Fee

Notes to Fee Schedule

Resubmission Fees

Re-submission fees will be applicable for any submission after the second submission in support of a permit application or *Planning Act* application. For subdivision applications, resubmission fees will be payable for each submission after the second functional submission and second detailed design submission.

Changes to Fees

The Authority reserves the right to modify or adjust fees should the review require a substantially greater or lower level of review and/or assessment, including applications to alter or change a floodplain, retroactive permits required by a Court Order or permits associated with a Minister’s Zoning Order.

Peer Review

Any Peer Review required by the Authority shall be paid by the applicant or proponent.

Transition

Any subdivision application where the draft plan fee was paid prior to January 2,2022 will be required to pay the final plan fee (per the 2021 fee schedule) and will be subject to the >3 submission fee per the 2021 fee schedule if required.

Applications for Plan of Subdivision (and associated Official Plan Amendment and/or Zoning By-law Amendment) received January 3,2022 or later will be subject to the 2022 fee.

All complete applications (inclusive of Authority Fees paid) as of January 2,2022 will be subject to the 2021 fee schedule and additional technical review fee (>3 Technical submissions). All completed applications January 3,2022 and later will be subject to the additional submission fee (>2 Submissions) of 25% of the total application fee.

Any *Planning Act*, *Conservation Authorities Act*, *Environmental Assessment Act* and Environmental Compliance Approval applications received in 2021 without payment will not be considered complete applications until the Authority review fee has been received.

The required fee will be in accordance with the in force and effect fee schedule at the time of payment.

Sample Application

Application for Zoning By-law Amendment and Plan of Subdivision (>160 Lots)

Assumes 3 functional submissions and 3 detailed design submissions

Current Fee Policy

Note: Fees costed at 3 functional and 3 detailed design submissions

Zoning By-law Amendment \$1,020

Draft Plan of Subdivision \$40,800

Final Plan of Subdivision \$35,700

Resubmission Fee \$0

Total = \$77,520

Pre-consultation Note: Any associated pre-consultation fees with these applications would not be credited to the total fee.

Proposed Fee Policy

Note: Proposed fees costed at 2 functional submissions and 2 detailed design, this application would be subject to additional submission fee

Zoning By-law Amendment \$9,488.25 (%75 of \$12,651)

Draft Plan of Subdivision \$46,080

Final Plan of Subdivision \$0

Resubmission Fees \$25,412.06 (\$13,892.06 (functional) + \$11,520 (detailed design))

Total = \$80,980.31

Pre-consultation Note: If pre-consultation for these applications occurred within 12 months of submission, the \$750 Pre-con fee would be credited, therefore total final fee would be \$80,230.31.

Staff Report

To: Board of Directors

From: Susan McKinnon, Manager Budget and Business Analysis

Date: November 17, 2021

Subject:

2022 Budget Update

Recommendation:

That Staff Report No. 60-21-BOD regarding an update on the Authority's 2022 Budget be received for information.

Purpose of this Staff Report:

The purpose of Staff Report No. 60-21-BOD is to provide the Board of Directors with an update on the 2022 Budget preparation and progress and to ensure that the Board has the additional information to support the Authority's budget as it is tabled in the coming weeks at member municipality budget meetings.

Background:

The annual budget process begins with the establishment of high-level budget assumptions that are approved by the Board of Directors. Staff then develop the budget in line with these assumptions and other revenue assumptions, making some minor adjustments to accommodate general direction from our municipal funding partners.

2022 Budget Assumptions

On June 25, 2021, the Board of Directors reviewed and approved Staff Report No. 31-21-BOD regarding 2021 budget assumptions. The budget assumptions approved at that time:

1. Inflation: up to 2.00% used only for applicable expenditures (2021: 2.00%)
2. COLA: up to 2.00% (2022: 1.00%) plus applicable step increases
3. Infrastructure levy for Asset Management: 0.50% capital only (2021: 0.00%)
4. No additional new FTEs in 2022, unless they are fully funded from grants and/or fees
5. General and Special Operating Levy: Up to 1.00%, (2021: 1.00%)
6. Special Capital Levy: Up to 1.70% (2021: 1.00%)
7. Investment in Strategic Priorities deferred until 2023: 0.00% (2021: 0.00%)

2022 Key Budget Messages

The Authority continues to show respect to taxpayers by limiting budget requests to 1.00% for General Levy and Special Operating and 1.70% for Special Capital. Also in 2022, the Authority’s vision will be renewing with the Lake Simcoe Region Conservation Authority’s new Strategic Plan, entitled Transformation 2022-2024. And finally, the Authority has a new land opportunity and staff continue to evaluate the potential financial impact to outlook years.

- Respect for the taxpayer
- Renewed Vision for 2022-2024
- New Land Opportunity

Issues:

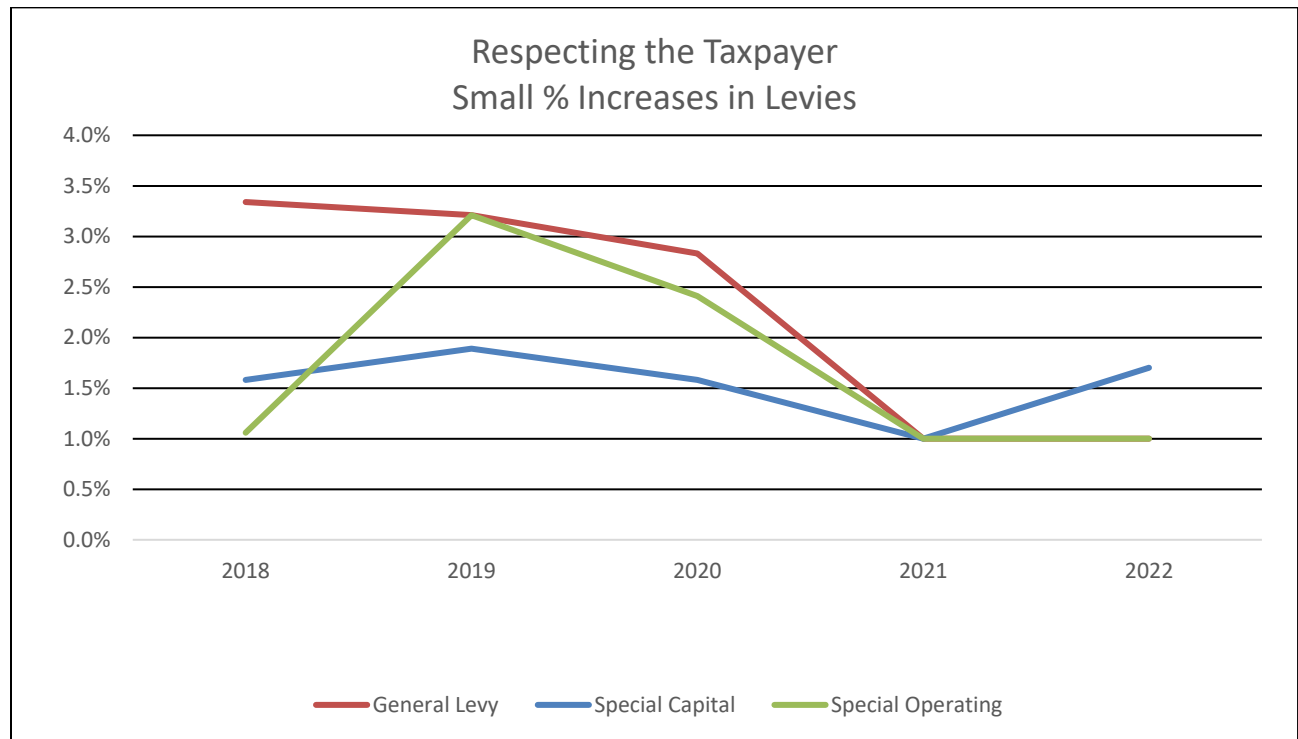
Pressures to the Operating Budget

Expenditures: Staff have been working to resolve operational budget pressures. These pressures have arisen due to inflation, gap between COLA and Levy and new operational needs. Pressures will be resolved using reserve (only if one-time in nature), decreases in other operating costs, efficiencies, overhead to programs, reduction to COLA and increases to fees. Some pressure staff are currently working to resolve are listed below:

Additional IT support for better security - pilot project	\$115K
Communications Support	100K
Diversity, Equity, Inclusion and Belonging	50K
Conservation Lands Program Review Implementation	50K
Staffing expenses	40K
Education Program funding pressure	27K
Snow Removal service	20K
Sheppard's Bush Lost Rental Income	18K
Legal Review for Records Management (shared expense with other CAs)	15K
External Campaign Communications	15K
Additional Communications Costs	14K
Additional Facility/Vehicle Costs	11K
Increased Operating costs associated with the Operations Centre	3K
LSCF Fundraising Support	<u>7K</u>
Total:	\$485K

Staff will continue to work on resolving the pressures above to ensure the final budget is within the funding envelope increases approved by the Board of Directors on June 25, 2021.

Revenues: The budget has been built assuming there will be full contributions from all municipal partners. This year the Authority is asking for a very modest increase of 1.00% and 1.70% for general levy and special operating and special capital respectively. Staff understand the pressures the municipal partners are under and are making every effort to find efficiencies and cost savings to work within this limitation. Please note that continuing to increase the levy at or below inflation will not be sustainable beyond this budget cycle.



It is also important to note that a new fees schedule for Planning and Development is being introduced in 2022, which will result in increased Planning and Regulation revenue. The new fees schedule was presented to the Board in October 2021 and has been brought back to the November 2021 meeting for approval.

The Authority also continues to look for provincial and federal funding opportunities to leverage the funds received from municipal partners. These sources of revenue continue to be at risk until funding is confirmed in late Q4 2021 and/or Q1 2022.

Ministry of the Environment, Conservation and Parks (MECP)

MECP has released the new timeline for implementing Phase 1 regulations. By December 31, 2021, the Authority must prepare and circulate a Transition Plan. An Inventory of Programs and Services is underway to be completed for the February 28, 2022 timeline, and finally the new transition date for all the changes is January 1, 2024.

Capital Budget

The Authority’s Executive Leadership Team is currently reviewing capital purchases in the amount of \$773K for 2022, in consideration of the following:

New Assets:	
Generator	\$100K
Access Control Gate	100K
Sound System	50K
Chemical Shed	5K
New hardware	4K
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Replacement Assets:	
Vehicles	\$130K
Hardware	129K
Land & Property	94K
Facility/Buildings	93K
Equipment	68K
	<hr/>
	\$514K

Capital projects are predominantly funded through the New Capital and Asset Management reserves. Staff continue to evaluate annual capital requirements against the Authority’s reserve targets to ensure that reserves continue to be sustainable over the short and long term.

Relevance to Authority Policy:

The Authority is required to prepare annual budgets as part of the fiscal control and responsibilities of the organization. The budget is also used in the audit process for evaluation by the external auditing firm. Annual audits are required as per Section 38 of the *Conservation Authorities Act*.

Impact on Authority Finances:

2022 Draft Budget

Below is an unapproved draft budget for information purposed only. Staff will continue to work with budget holders to finalize the budget for approval by the Board of Directors at a later date.

2022 Draft Capital and Operating Budget	Approved Budget 2021 (Millions)	Preliminary Budget 2022 (Millions)
Revenue:		
General Levy	4.0	4.1
Special Levy & Municipal Partners	6.3	6.8
Provincial and Federal Funding	2.2	2.4
Revenue Generated by Authority	5.2	5.8
Other Revenue	0.2	0.1
Total Revenue	18.0	19.2
Expenditures:		
Corporate Services	3.8	4.1
Ecological Management	2.7	2.4
Education & Engagement	0.7	0.6
Greenspace Services	0.9	0.9
Planning & Development Services	3.6	3.7
Water Risk management	1.8	2.0
Watershed Studies & Strategies	0.8	0.7
Operating Expenditures	14.3	14.5
Capital & Project Expenditure	3.7	4.1
Total Expenditures	18.0	18.7
Required Draws to/(from) Reserve	0.0	0.5
Net Revenue (Expenditures)	0.0	0.0

Increases to Levies

The Authority's current total levy ask for 2022 is \$9,009,097, which is a 1.38% increase overall.

(Millions)	2021	Increase	2022	% Increase
General Levy	4.05	0.04	4.09	1.00%
Special Capital	4.35	0.07	4.42	1.70%
Special Operating	0.49	0.01	0.50	1.00%
Total	\$8.89M		\$9.01M	1.38%

Summary and Recommendations:

It is therefore **Recommended That** Staff Report No. 60-21-BOD regarding an update on the Authority's 2022 Budget be received for information.

Pre-Submission Review:

This Staff Report has been reviewed by the General Manager, Corporate & Financial Services/CFO and the Chief Administrative Officer.

Signed by:

Signed by:

Mark Critch

Rob Baldwin

General Manager, Corporate and Financial
Services/CFO

Chief Administrative Officer

Attachments:

Appendix 1 – 2022 Budget at a Glance, document as of September 2021

Budget Breakdown by Municipality

Special Capital	2021 Levy (000s)	1.70% Increase +/- CVA Adj (000s)	2022 Levy (000s)	% Increase *	York SLA
Region of York	2,717	52	2,768	1.89%	117
City of Barrie	588	11	599	1.89%	
Region of Durham	480	4	484	0.85%	
Municipality of Bradford-West Gwillimbury	247	4	250	1.44%	
Municipality of Innisfil	203	3	206	1.67%	
Municipality of Oro Medonte	32	1	33	2.09%	
Municipality of Ramara	38	1	38	1.47%	
Municipality of New Tecumseth	16	0	17	1.81%	
City of Kawartha Lakes	24	0	24	1.10%	
Total	\$4,344	\$73	\$4,422	1.70%	\$117

Operating	2021 Levy (000s)	1% Increase +/- CVA Adj (000s)	2022 Levy (000s)	CVA 2022	CVA Change
Region of York	2,637	33	2,670	65.30%	0.15%
City of Barrie	678	(2)	676	16.54%	(0.22%)
Region of Durham	233	2	235	5.74%	(0.01%)
Municipality of Bradford-West Gwillimbury	209	2	211	5.16%	0.00%
Municipality of Innisfil	181	5	186	4.55%	0.08%
Municipality of Oro Medonte	40	0	40	0.98%	(0.01%)
Municipality of Ramara	37	0	37	0.90%	0.00%
Municipality of New Tecumseth	20	0	20	0.48%	0.00%
City of Kawartha Lakes	14	0	15	0.35%	0.00%
Total	\$4,049	\$41	\$4,089	100.00%	0.00%

Special Operating

	2021 Levy (000s)	1% Increase +/- CVA Adj (000s)	2022 Levy (000s)	% Increase *
Region of York	362	4	365	1.01%
City of Barrie	51	0	51	0.96%
Region of Durham	21	0	21	0.79%
Municipality of Bradford-West Gwillimbury	30	0	31	1.08%
Municipality of Innisfil	29	0	30	0.98%
Municipality of Oro Medonte	0	0	0	0.00%
Municipality of Ramara	0	0	0	0.00%
Municipality of New Tecumseth	0	0	0	0.00%
City of Kawartha Lakes	0	0	0	0.00%
Total	\$493	\$5	\$498	1.00%

Total Levies

	2021 Levy (000s)	1% Increase +/- CVA Adj (000s)	2022 Levy (000s)	% Increase *	New SLA
Region of York	5,716	88	5,804	1.54%	117
City of Barrie	1,317	9	1,326	0.72%	
Region of Durham	734	6	740	0.86%	
Municipality of Bradford-West Gwillimbury	486	6	492	1.27%	
Municipality of Innisfil	413	9	421	2.13%	
Municipality of Oro Medonte	72	1	73	1.16%	
Municipality of Ramara	74	1	75	1.22%	
Municipality of New Tecumseth	36	0	37	2.19%	
City of Kawartha Lakes	38	0	39	0.74%	
Total	\$8,886	\$119	\$9,009	1.38%	\$117

* Note: 1.38% increase excludes new SLA