



Lake Simcoe Region
conservation authority

2016 Proposed Budget

April 29, 2016



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Introduction

Lake Simcoe Region Conservation Authority

Lake Simcoe Region Conservation Authority (LSRCA) is a local watershed management organization incorporated under the *Conservation Authorities Act* (1946).

As one of thirty-six conservation authorities in the Province of Ontario, LSRCA is committed to the core founding principles of this legislation: watershed jurisdiction, local decision-making and funding partnerships.

Since 1951, LSRCA has been dedicated to protecting, restoring and managing the Lake Simcoe watershed. Over the past 65 years of service, its jurisdiction has grown 12-fold, to include the entire Lake Simcoe watershed with the exception of the City of Orillia and the Upper Talbot River subwatershed in the City of Kawartha Lakes.

The Lake Simcoe watershed is a 3,400 square kilometer area of land that sweeps across 20 municipalities, from the Oak Ridges Moraine in the south to the Oro Moraine in the north, through York and Durham Regions, Simcoe County and the cities of Kawartha Lakes, Barrie and Orillia. The watershed is a wonderful and vibrant place to live, with a diverse landscape and a stunning lake in its midst. Nearly 400,000 citizens call our watershed home, and still more enjoy its economic, recreation and leisure offerings.

While significant work has been accomplished, there remains much to be done.

LSRCA's watershed is one of the fastest growing regions in Canada. Based on the province of Ontario's Places to Grow Program and municipal official plans, it is projected that LSRCA's urban area will increase by approximately 50% by the year 2041 and the watershed population will almost double. Global advancements in technology, increasing ecological intelligence and the uncertainties associated with climate change have reinforced LSRCA's role as local catalysts for change – change that will lead to more sustainable and resilient watershed communities.

2016-2020 Strategic Plan – Vision to Action, Action to Results

After external consultation with many of its partners, LSRCA is responding to the challenges ahead with renewed vision and commitment.

Vision Statement: We envision a thriving environment that inspires and sustains us for generations to come.

Mission Statement: Our mission is to work with our community to protect and restore the Lake Simcoe watershed by leading research, policy and action.

Together with our partners, we will realize a healthy and sustainable watershed by improving water quality and ensuring there is sufficient quantity in Lake Simcoe and its tributaries to support healthy human, aquatic and terrestrial communities; protecting, enhancing and increasing the natural heritage system; building safe, healthy and more livable communities that are connected to the natural environment; and, inspiring commitment through actively engaging our communities in a mutual respect for the natural world; and achieving a balance between human aspirations and the ecological needs of the watershed.

LSRCA's 5-year 2016-2020 Strategic Plan, *Vision to Action, Action to Results* marks the beginning of our work to fulfill our mandate. It establishes critical outcomes under four strategic goals which will be met through the implementation of 42 priority actions, each with a timeline for completion over the next five years. Our four strategic goals are:

Goal #1: Support a safer, healthier and livable watershed through exceptional integrated watershed management.

Drawing on our knowledge and using an integrated approach to watershed management, we will plan our future. Our efforts will focus on minimizing or mitigating human impacts within the watershed to achieve a balance between future growth and the ecological needs of the Lake Simcoe watershed.

Goal #2: Improve knowledge and increase certainty through excellence in research and scientific knowledge.

As a leading-edge science based organization, our management decisions are informed through our understanding of the watershed's form and how it functions. Monitoring efforts within the Lake Simcoe watershed are essential to maintaining and building our understanding of watershed processes, identifying emerging issues and tracking and adapting our integrated management activities to achieve our vision of the future. Through excellence in research and innovation, we will continually increase our knowledge base.

Goal #3: Create a more connected and engaged watershed community through education and engagement.

We will create a renewed commitment within the watershed community towards conservation for the people, by the people. Through our corporate culture and the unwavering commitment of our Board of Directors and staff, we will communicate, educate and engage the watershed community. We will explore opportunities to engage young and old, continue to be enablers and innovators by transferring knowledge to effect real and lasting change.



Goal #4: Build a stronger and more valued organization through business excellence.

We will build new partnerships and strengthen existing relationships by continuing to provide excellent client service and aligning or harmonizing our service delivery to provide added value. We will continue to explore opportunities for self-improvement by reducing process duplication and building business excellence. We will be financially responsible and we will provide excellent customer service.

Beginning in 2016 and continuing over the next five years, LSRCA's 2016-2020 Strategic Plan will be the priority business driver. Current programs, services and resources will be aligned to support strategic commitments along with the emergence of new or enhanced programs.

LSRCA presents delivery of its programs and services within the following business pillars:

1. Science and Research
2. Protection and Restoration
3. Education and Engagement
4. Leadership and Support

Member Municipalities and Board of Directors

To protect and restore the watershed, the municipalities within LSRCA’s jurisdiction appoint members to serve on its Board of Directors. The Board provides governance for LSRCA and its programs.

The Board also conducts hearings stemming from regulatory activities under the *Conservation Authorities Act*.

2016 Board Membership	
York Region (Aurora), Mayor Geoffrey Dawe, Chair	Town of New Tecumseth, Councillor Shira Harrison-McIntyre
Town of Innisfil, Councillor Richard Simpson, Vice-Chair	Township of Oro-Medonte, Councillor Scott Macpherson
City of Barrie, Councillor Peter Silveira	Township of Ramara, Deputy Mayor John O’Donnell
City of Barrie, (Citizen Representative) Mr. Jay Dolan	York Region (East Gwillimbury) Mayor Virginia Hackson
City of Kawartha Lakes, Councillor Stephen Strangway	York Region (Georgina), Mayor Margaret Quirk
Durham Region (Township of Brock), (Citizen Representative) Ms. Debbie Bath	York Region (King), Councillor Avia Eek
Durham Region (Township of Scugog) Regional Councillor Bobbie Drew	York Region (Newmarket), Councillor Dave Kerwin
Durham Region (Township of Uxbridge), Deputy Mayor Pat Molloy	York Region (Whitchurch-Stouffville), Councillor Ken Ferdinands
Town of Bradford West Gwillimbury, Councillor Peter Ferragine	York Region (at Large), Deputy Mayor/Regional Councillor Danny Wheeler

Budget Assumptions

On May 22, 2015, the Board of Directors reviewed and approved a Staff Report regarding the proposed 2016 budget development process, assumptions and schedule.

The initial budget assumptions reflected a 4.0% increase over the 2015 base general levy; the Municipal special capital funding increased by approximately 3.2%. Individual programs were adjusted up or down depending on the deliverables required for the 2016 year. Increases were based on a proposed cost of living adjustment (COLA) of 2.5%. The anticipated donation revenues for the 2016 budget were \$200,000 from the Lake Simcoe Conservation Foundation.

The final budget assumptions reflected a 3.5% increase over the 2015 base general levy; the Municipal special capital funding increased by approximately 1.7%. The funding approved by the Lake Simcoe Conservation Foundation for 2016 is \$313,000. The COLA adjustment built in this budget for 2016 is 2%.

The Board of Directors approved the recommendations in the Staff Report with subsequent adjustments of the COLA following after further discussion with the CAO and alignment with municipal trends.

The current economic forecast (from Scotiabank March 11, 2016) for 2016 in Ontario indicates Real GDP growth of 2.3% compared to a 2015 forecast of 2.4%, a modest decrease. Statistics Canada reports the Consumer Price Index for Ontario was 1.6% in February 2016. In

this economic climate of moderating inflation and growth, combined with local government priorities and pressures, LSRCA's budget reflects an almost "status quo" impact to base budget levels.

Staffing

The 2016 budget contains four new Full-Time Equivalent (FTE) positions; a Natural Heritage Ecologist; Manager, Budgets & Business Analysis; Manager, Urban Restoration; Manager of Integrated Watershed Management; and three contract positions; GIS Assistant, 2 Summer Field Services Positions.

2016 Budget – Strategic Priorities

The 2016 Budget has been aligned to advance the following strategic priority actions:

- Explore opportunities to reduce flood risk by partnering with the insurance industry and others.
- Develop a new urban restoration program and update the rural stewardship program.
- Complete a needs assessment to identify watershed-related professional development training opportunities.
- Negotiate the transfer of responsibility to deliver stormwater Environmental Compliance Approvals from the Ministry of the Environment and Climate Change to LSRCA.
- Place dedicated planning/permitting staff in interested watershed municipalities.
- Develop an Asset Management Plan that supports our strategic priorities.
- Develop a Financial Strategy including a plan for sustainable funding.

Overview of Revenue

LSRCA is funded largely through a combination of levies and grants from municipal, provincial and federal governments. The remaining revenue is generated through an assortment of fees for services that include education, permitting and planning. Donations are received for specific programs through LSRCA's Foundation – Lake Simcoe Conservation Foundation (LSCF).

General Levy

The 2016 budget includes a base increase amount of \$119,774 or a 3.5% increase to respective 2015 municipal contributions and Current Value Assessment (CVA) adjustments. The base increased funding in 2016 provides for a 2.0% COLA increase, plus step adjustments.

Special Capital Levy and Municipal Partners

Contributions are used to fund special capital programs within the watershed such as Basin-Wide Initiatives, Landowners Environmental Assistance Program (LEAP), and scientific monitoring and predictive modeling programs.

The funding level in 2016 as compared to 2015 is an increase in the total program funding in the amount of \$69,280. The change in funding requirement is due to changes in particular program requirements as well as COLA and Step adjustments applicable to each program.

Within the 2016 budget program funding continues to be leveraged with multiple funding partners. The federal funding from the Lake Simcoe South-eastern Georgian Bay Clean-Up Fund provides many opportunities to leverage funds with provincial, municipal and other partners' contributions to the projects.

For example, of the 2016 approved projects, for every \$1.00 of LSRCA's funds contributed to the projects, the resulting additional investment from federal, provincial and other partners' funds is approximately \$1.6 to \$2.7. This leveraging opportunity provides sound investment results for all partners.

Special Operating Levy

Due to significant growth within the watershed, LSRCA required additional funding for operations to sustain existing service levels, and capital dollars to maintain a state-of-good repair for asset management. The growth in the watershed was generated by five of the municipal funding partners; York Region, Durham Region, Town of Bradford West Gwillimbury, Town of Innisfil, and the City of Barrie. These partners were able to contribute to specific funding requests using the Current Value Assessment (CVA) allocation method that included only the five partners. Revenues of \$502,023 were provided through this request as compared to \$612,072 in 2015. Changes relate to one-time funded projects such I.T. infrastructure.

LSRCA continues to explore new funding opportunities with all partners to achieve an outcome of sustainability, and the use of funding models that are fair to all partners.

Provincial and Federal Funding

Provincial agencies, namely the Ministry of the Environment and Climate Change (MOECC) and the Ministry of Natural Resources and Forestry (MNRF), contribute funding to such initiatives as Drinking Water Source Protection, Lake Simcoe Protection Plan, ground water assessment studies, and dam review and repairs. LSRCA also receives annual funding from the MNRF as program transfer payments towards the flood warning and flood-and-erosion control programs and legal fees related to the regulation and enforcement requirement mandated by the *Conservation Authorities Act*. With regard to this program the funding level has remained the same for the last five years.

The projects related to federal funding in 2016 for the Lake Simcoe South-eastern Georgian Bay Clean-up Fund provide revenues of \$1,120,344. The final round of the federal funding program runs from April 2016 until March 31, 2017.

Revenue Generated by LSRCA

Revenue generated by LSRCA includes fees charged for education programs, plan review and permit fees, property rental, lease revenues, administrative fees for service and donation revenue from the Lake Simcoe Conservation Foundation.

Other Revenue

Other Revenue includes funding received from partnerships for tree planting and the Landowner Environmental Assistance Program (LEAP). Interest income is included as Other Revenue, along with

funding for purchases such as land acquisitions and miscellaneous other revenues.

Programs and Services

Science & Research

Basin-Wide Initiatives

Basin-wide initiatives involve developing policies, programs, best management practices, and undertaking studies and producing strategies. These initiatives can be implemented within the entire watershed and provide a benefit to all member municipalities.

LSRCA continues to research and develop new and innovative best management practices to improve water quality, reduce phosphorus loadings to Lake Simcoe and improve ecosystem health. The program is delivered in partnership with a number of universities and colleges, the private sector, all levels of government, and stakeholder groups.

There are three main areas that the Basin Wide Program will be focusing on in the next few years, each of these linking to priority actions within the new Strategic Plan. The main areas of focus are Water quality trading, mainstreaming Low Impact Development and Improving Erosion and Sediment Control Practices.

Water Quality Trading

LSRCA was successful in obtaining \$600,000 in provincial funding from the Showcasing Water Innovation Program to undertake the development of a Water Quality Trading Program to Reduce Phosphorus in the Lake Simcoe Watershed. Water quality trading (WQT) is a market-based approach to pollution control that treats pollutants as commodities.

In a WQT system, a limit is put on the amount of a pollutant that can be discharged within a given time and defined area (such as a watershed). Dischargers within the watershed that reduce their pollutant loadings below the limit can sell surplus reductions (called credits) to other dischargers who need to make reductions to meet compliance requirements but face significantly higher costs to achieve those reductions. The credits take on a monetary value, and it is the buying and selling of credits among dischargers that is the essence of WQT.

WQT is based on the fact that different sources in a watershed can have different costs to control the same pollutant. For example, a sewage treatment plant (STP) that needs to expand to accommodate new growth will likely incur much higher costs than an agricultural operation implementing conservation practices. In this case, if the agricultural operation significantly lowers its phosphorus loading, then the STP could buy the surplus reductions in order to meet its own discharge limits. In a WQT system, it doesn't matter which discharger reduces loadings, so long as the overall amount of the pollutant decreases.

The study has been completed and is now going through the final draft stages of review and discussions with industry and the province seeking input on implementation in the future.

Mainstreaming Low Impact Development

Conventional end of pipe stormwater management is failing to mitigate water quality and quantity impacts of rapid urbanization within the Lake Simcoe watershed. In response, the Lake Simcoe Region Conservation Authority launched a voluntary market transformation program, called RainScaping in 2014, to promote and mainstream Low Impact Development (LID) and sustainable building practices. Transformation away from conventional stormwater management requires change on many fronts including regulatory, technical, educational and financial. The RainScaping program employs a multifaceted approach to address the diversity of areas where change is required. For example, LSRCA is developing a new regulatory and implementation framework by drafting model bylaw and updating our stormwater management guidelines. We are also facilitating collaboration, consistency and knowledge sharing between all stakeholders – municipal and provincial government, development and consultant industry. Key to the success of LID is working with development community to promote early integration of LID into site plan design. Other areas we are advancing include (a) developing implementation support tools; (b) facilitating training and education of stakeholders; (c) launching an incentive program to stimulate LID projects; (d) completing demonstration projects; and

(e) identifying short and long-term sustainable funding opportunities to support stormwater retrofit opportunities..

LSRCA will also continue its partnership with the Credit Valley and Toronto Region Conservation Authorities to host Ontario's premier stormwater conference – TRIECA. In 2017 LSRCA plans to continue this partnership and host the International Low Impact Development Conference.

Improving Erosion and Sediment Control

Effective construction phase erosion and sediment control (E&SC) is crucial not only to minimize sediment entering our watercourses, but also to the success of Low Impact Development (LID). In 2015 we commissioned a study to determine barriers to effective erosion and sediment control practices in the watershed. The study will provide a series of recommendations as to how we can improve E&SC practices. Over the next few years we will work with industry and government partners to implement the recommendations.

Comprehensive Stormwater Management Master Planning

Pollutants entering Lake Simcoe are either washed off the ground during storm or snowmelt runoff events or by being eroded and blown into the air as dust to be deposited directly into the water or onto surfaces which will later run off. Current methods to control urban stormwater runoff largely employ ponds and wetlands to intercept runoff and provide some water quality treatment through sediment deposition and nutrient cycling. These control measures are expected to be augmented or even replaced over time by Low Impact Development approaches. The Provincial Lake Simcoe Protection Plan requires that watershed municipalities, in

cooperation with LSRCA, prepare and implement comprehensive Stormwater Management Master Plans for all settlement areas. LSRCA led the development of guidelines for this work in collaboration with its partners, the province and private industry and continues to assist local municipalities in completing these Master Plans. The guidelines are available online at www.LSRCA.on.ca.

Drinking Water Source Protection

The Clean Water Act is intended to manage water 'at the source', and prevent overuse and contamination of municipal drinking water supplies. Scientific studies have been completed to identify vulnerable areas and risks to drinking water, and are summarized in the Assessment Reports. The Source Protection Plan (SPP) that identifies policies and strategies to reduce existing and future threats to water supplies was approved on January 26, 2015. During 2016 the SWP program will continue to support municipal implementation of SPP policies, especially in relation to updates to Official Plans and conducting risk management services. LSRCA is responsible for implementing education and outreach policies in the source protection plan. We are currently developing a strategy to ensure efficient and impactful delivery of education and outreach program.

Natural Hazard Mapping

Ontario Regulation 179/06 directs development away from lands prone to natural hazards such as wetlands, steep slopes, lake wave up-rush, meander belts, floodplain, erosion hazard areas, watercourses and apparent valleys. LSRCA uses hazard mapping in its critical role of reviewing development applications. The intent is to manage development and growth in the most sustainable manner.

This role has become more important, given the transfer of some planning responsibilities from the provincial government to municipal governments.

A major update of the hazard mapping was completed in 2014. Improved mapping work remains to be done in providing additional detail for emergency services in support of municipal emergency preparedness and response.

Emergency Management Services Mapping

Building on the Natural Hazard Mapping and other scientific models, this program develops a database of vulnerable features (e.g. buildings, roadways and railroads) in order to produce more accurate and definitive information on structures which would be impacted by a specific flood. This information is provided to municipal emergency services in order to provide assistance in emergency preparedness and response.

LSRCA staff developed mapping within the Regional Municipality of York and Durham. A key initiative in the LSRCA Strategic Plan is complete EMS mapping in the remainder of the LSRCA jurisdiction and to update the technology and interface on how EMS may be used in the next two years.

Subwatershed Planning

Subwatershed plans look at all of the environmental, economic and social factors affecting the quality of the natural resources in specific subwatersheds. The initial analysis and understanding of the state of the subwatershed enable detailed recommendations for municipalities to consider in their planning decisions. Specific

recommendations can be made to protect significant natural resources, facilitate more informed planning decisions, and speed up the planning process.

Subwatershed plans provide a framework for sustainable development and the implementation of remedial and protective activities. Ultimately, these plans will save money for all stakeholders – since it is cheaper to protect resources from degradation, rather than to try to undo the damage.

The Oak Ridges Moraine Conservation Plan (ORMCP) requires preparation of subwatershed plans for every stream originating in the Moraine, and the Lake Simcoe Protection Plan requires subwatershed evaluations be prepared for all priority subwatersheds.

Preparing Subwatershed Plans

Plans have now been prepared for 14 of Lake Simcoe's 17 subwatersheds. In 2016, plans will be completed for the three remaining subwatersheds: the Upper and Lower Talbot River and the White's Creek. In addition, in 2016 LSRCA will complete an additional subwatershed plan for Georgina Island, done at the request of (and in partnership with) the Chippewas of Georgina Island. By mid-year LSRCA expects to have all subwatershed plans completed, enabling efforts to be focused primarily on implementing the subwatershed plan recommendations.

Implementing Subwatershed Plans

Implementation plans have been prepared for every subwatershed plan, and these outline the necessary actions, the associated milestones and the completion dates to achieve the subwatershed plan recommendations. Building on the many successes of previous years, in 2016 LSRCA will continue its subwatershed plan implementation initiatives. These initiatives include reducing winter salt application, promoting landscape-level connectivity for fish and wildlife, improving construction phase sediment and erosion control, and advancing adoption of Low Impact Development solutions. Provincial and Municipal partners have also been identified within the implementation plans. LSRCA is also acting in a coordinating role to progress recommendations that our partners are responsible for implementing.

Watershed Monitoring

LSRCA continues its monitoring activities: water quality testing, aquatic animal population surveys, groundwater and stream flow monitoring, and lake and river level monitoring. The information collected from these activities is used to track trends and predict future changes in the environment resulting from climate change. Sometimes the information indicates immediate problems such as contamination, and helps to locate the source of pollution. Results are also used to evaluate the success of environmental improvement projects.

Water Response (Hydrology)

LSRCA is a member of the Low Water Response (LWR) teams in the Regional Municipalities of York and Durham and the County of

Simcoe. Low water response in Ontario is a partnership between the province and local authorities such as municipalities and conservation authorities. LWR teams are comprised of provincial, conservation authorities, municipal and private industry members.

This program maintains and upgrades the water quantity gauging network and the environmental conditions reporting system. LSRCA monitors watershed conditions and provides this information to LWR teams. LWR teams characterize the watershed, identify local water supply needs and concerns, identify the severity of low water situations/conditions, implement water conservation, preservation and restriction strategies, evaluate effectiveness of local actions, and provide advice to local and provincial decision-makers.

In 2015 the LSRCA entered into an agreement with the City of Barrie for the operation and maintenance of three stream flow gauges on Kidds Creek, Hotchkiss Creek and Bunkers Creek. These gauges will provide high resolution data to the City, will be incorporated into the high and low water monitoring network and help characterize urban hydrology in Barrie groundwater monitoring and modelling.

Groundwater monitoring involves the continued surveillance of 13 monitoring wells for both water levels and water quality. This produces crucial data on the location, flow and quantity of groundwater in the Lake Simcoe Watershed. The Provincial Groundwater Monitoring Network (PGMN) program is a key partner as it provides equipment and analytical support for the monitoring of groundwater quality and quantity to the 13 sites across the watershed.

Over recent years there has been rapid expansion of the surface and groundwater models within the Lake Simcoe Basin. This work was required and funded through the Lake Simcoe Protection Plan (LSPP) and Source Water Protection (SWP) programs. In addition to supporting the work of the LSPP and SWP programs these models have significant added value to managing our water resources. The monitoring and modelling work is also funded and carried out through the YPDT consortium, comprised of the Regions of York, Peel and Durham, the City of Toronto and nine conservation authorities with jurisdiction on the Oak Ridges Moraine. Other partners include provincial and federal agencies with a direct interest in groundwater – Geological Survey of Canada (GSC), Ontario Geological Survey (OGS), and the Provincial Groundwater Monitoring Network (PGMN) through the Ministry of the Environment. By pooling funding and assets, the program allows for detailed research into the groundwater system of the Lake Simcoe basin to address ways to improve and protect these valuable functions.

Open Lake and Nearshore

Monitoring and research focused on the open lake and nearshore contribute to a more complete understanding of Lake Simcoe's ecosystem and allows LSRCA to make recommendations that form the cornerstone of lake and basin management. This information fills some long-standing data gaps and improves the direction of management decisions and plan development. This program complements the water quality monitoring program undertaken by the Ontario Ministry of the Environment and fisheries monitoring conducted by the Ontario Ministry of Natural Resources.

With the support of LSGBCUF an intensive survey of invasive mussels was conducted to document the spread of Quagga Mussels in the Lake. This information will be critical in efforts to understand and predict potential changes to the lake as a result of this new species.

Surface Water

Water quality samples and measurements of the water's flow are taken on 15 rivers entering Lake Simcoe. An additional 4 water quality stations were added in 2015 to improve water quality characterization of urban creeks. The information is combined with biophysical monitoring data (see next section) to provide a more complete picture of the ecosystem's health. The information is also used to identify and trace sources of problems, and examine seasonal or short-term changes in surface water conditions such as drought.

Biophysical

LSRCA collects and analyzes information about fish and fish habitat, benthic insects, temperature, riparian condition, geomorphic and physical stream measurements, algae, and aquatic plants from the watershed streams. This provides detailed information about stream ecosystems which is critical for subwatershed planning.

Protection & Restoration

Asset Management – Water Control Structures

Water control structures manage water flow and reduce the risk of property damage that could result from flooding, erosion and bank instability. In addition, reservoirs provide recreational opportunities to local residents improve water quality and provide habitat for wildlife and fish.

LSRCA currently owns two water control structures:

- Pefferlaw Dam in the Town of Georgina, and
- Fairy Lake Dam in the Wesley Brooks Memorial Conservation Area in the Town of Newmarket

Conservation Area Management Planning & Coordination

LSRCA owns 1,602.25 ha (3,959 acres) and manages a further 822.58 ha (2,033 acres) of conservation lands across the Lake Simcoe watershed. These environmentally sensitive lands include a range of landscapes and ecosystem types and provide a variety of recreational opportunities. All 35 of the properties are unique and have been recognized for the natural, ecological and/or cultural value they add to the community at large. The public view the protection of these lands, as well as the access for public use, as one of the most important contributions LSRCA makes to the communities it serves. As the watershed continues to urbanize, the role of conservation lands will become even more critical. Management plans are critical to balance the needs of users with the need to protect the environment. Recreational opportunities on these lands include hiking, picnicking, cross-country skiing, mountain

biking, horseback riding and birding. The demands of a growing population for greater variety and more modern conveniences, as well as clean, safe and attractive sites, is placing a greater demand on the Conservation Authority and its resources.

In 2016 the Sheppard’s Bush Conservation Area Management Plan (2010) will be reviewed and updated and the process for developing a management plan for Thornton Bales Conservation Area will begin.

Staff will be completing a Land Holding Assessment and Management Strategy in 2016 that will help LSRCA better understand the characteristics of its land holdings, allowing for greater insight into how to best manage the resources within those properties. This assessment is one step in the process of moving towards a more sustainable approach to land management.

Conservation Landholdings with Lake Simcoe Watershed:

	Acres	Hectares
<i>Simcoe County</i>	747.05	302.32
<i>York Region</i>	2,377.81	962.27
<i>Durham Region</i>	2,851.29	1,153.88
<i>Kawartha Lakes</i>	15.72	6.36
TOTAL LAND HOLDINGS	5,991.87	2,424.83

*Property sizes are estimated using parcel fabric available through LSRCA’s geographical information system.

Permitting and Enforcement

Ontario Regulation 179/06 of the *Conservation Authorities Act* directs development away from lands prone to water hazards. A permitting process protects residents and their property from these hazards and maintains wetlands, watercourses and shoreline habitats for future generations.

Environmental Planning

LSRCA also provides planning advice to its member municipalities by commenting on applications circulated under the *Planning Act* to ensure that all relevant federal, provincial, regional and municipal legislative requirements are satisfied.

For its municipal partners, LSRCA provides comments on official plans, secondary plans, zoning by-laws, plans of subdivisions and condominiums, consents, minor variances, and site plans. The purpose is to:

- Protect people and property from natural hazards including flooding and erosion,
- Protect and maintain natural heritage features and functions,
- Maintain and improve the water quality in Lake Simcoe and its tributaries,
- Maintain ground water quality and quantity.

Flood Forecasting & Warning Network

The Province of Ontario has designated LSRCA as the lead agency for flood warning in the Lake Simcoe watershed. To minimize loss of life and property damage, LSRCA issues flood bulletins to the watershed

municipalities, school boards, emergency services and media as well as adjacent Conservation Authorities. Depending on the level of imminent risk three levels of bulletins are issued:

- Watershed Conditions Statements (a general notice of weather conditions that could pose a risk to personal safety or have the potential to lead to flooding),
- Flood Watches (rivers are likely to flood),
- Flood Warnings (flooding is imminent or actual).

Flood forecasting and warning systems must be continually upgraded because of changing watershed conditions due to changes in land use such as urban development, infrastructure and climate change. Recently, flooding has been more intensive and frequent. There have been two local 1: 100 year storms – Barrie in 2005 and Newmarket in 2006. A series of events in the winter of 2009 resulted in the highest flows ever recorded by LSRCA on gauges in the East Holland, Pefferlaw and Beaver Rivers. Intense thunderstorms in Newmarket in the summer of 2015 caused significant flooding in a number of locations in town.

Forestry Services

The LSCRA Forestry Service manages existing forest cover on LSRCA's properties to maintain and promote forest health, and ensure safe public access. In addition, forestry staff works with municipal partners and landowners across the watershed to maintain and establish new forest cover that links existing forest, buffers watercourses, creates new wildlife habitat and contributes to water quality and quantity. This work is done in partnership with a variety

of groups including local and regional municipalities, external funding agencies, and the Lake Simcoe Conservation Foundation. Community awareness of forestry and reforestation benefits is promoted through community events including workshops, tree planting events and outreach forestry services.

In 2014 Forestry staff undertook the development of an Emerald Ash Borer (EAB) Management Strategy for LSRCA properties. Introduced to North America accidentally in the late 1990's, EAB is an insect that has had a devastating impact on ash trees in forests throughout southern and central Ontario. LSRCA's EAB Management Strategy will guide LSRCA efforts to address the impacts of the beetle as infestation occurs on its properties.

Forest Management Partnership – Durham

LSRCA manages six forest tracts on behalf of the Regional Municipality of Durham, overseeing all management activities of the forest including public use, timber management and property maintenance. These forest tracts contribute significantly to the protection of the headwaters of both the Uxbridge Brook and Pefferlaw River.

The Forest is maintained as a working forest, where ongoing management activities are implemented to convert plantation forests back into more natural stands. The use of the forests for public recreation, ranging from walking and nature appreciation, to mountain biking and organized cross-country races, is growing and becoming a major activity in the forest. Public consultation, through surveys and stakeholder meetings, provides strategic input for

incorporation into management decisions for the forest. Through the involvement of a public stakeholder committee and Durham Region staff, LSRCA is enhancing the recreational activities and developing a safer, more ecologically sensitive trail network.

LEAP – Landowner Environmental Assistance Program

LEAP is a partnership between the Lake Simcoe Region Conservation Authority, its member municipalities, and the York, Durham and Simcoe chapters of the Ontario Federation of Agriculture. For over 25 years the program has provided technical and financial support to landowners across the entire watershed, to help them complete environmental projects that improve local surface and ground water quality, reduce soil erosion, and enhance wildlife habitat. Over 2,000 projects have been completed, with over 210 completed in 2015.

In addition to its municipal partners, LSRCA staff also works with the federal and provincial governments, the Lake Simcoe Conservation Foundation, and other funding agencies to secure additional funding support for project implementation.

Staff began to develop a series of Key Performance Indicators for watershed restoration and the LEAP program in 2013. Approved by the Board of Directors in 2014, these performance measures support a greater level of detail in program reporting and show progress toward restoration targets. Additional categories targeting site-level, low impact development technologies to address urban stormwater management restoration projects were developed in 2014, and a number of pilot projects were rolled out in 2015. These include

funding for rain gardens on private residential properties and support for industrial, commercial and institutional properties.

The program has identified several subwatersheds around the watershed that are in need of special attention, and is currently implementing projects directed towards their improvement. They include:

- Lover's, Hewitt's, and Barrie Creeks,
- Holland Marsh,
- Maskinonge River,
- Oro and Ramara Creeks,

As directed under the 2016-2020 Strategic Plan, staff will be undertaking a review of the rural program in 2016, aiming to improve and enhance program delivery. Further development of the urban program will also occur as a year-one priority action.

The Creeks Project: Lover's, Hewitt's, and Barrie Creeks Subwatershed

Following on the end of the very successful East Holland River Campaign and Project, which saw the completion of over 40 projects across the subwatershed in partnership with the LSCF, local municipalities, and other partners, LSRCA is implementing a 4-year project for Lover's, Hewitt's, and Barrie Creeks. Focusing on the implementation of restoration opportunities from the headwaters to Kempenfelt Bay, Stewardship staff is delivering *The Creeks Project* in partnership with the LSCF, Town of Innisfil, City of Barrie, local landowners and many other community partners to focus delivery in

this rapidly developing area of the watershed. Incorporating information from the Subwatershed Management and Implementation Plans, Best Management Practices Opportunities Report, and other documents, *The Creeks Project* is focusing at a catchment level to implement traditional LEAP projects, as well as pilot and develop new initiatives such as low impact development approaches to managing stormwater at the site level, community demonstration projects, and education outreach. Projects completed to date have included the establishment of a pollinator garden and streambank improvement projects at Sunnidale Park and the delivery of a series of workshops to private landowners focusing on septic system management and stormwater management.

Lake Simcoe South-eastern Georgian Bay Clean-up Fund (LSGBCUF) Support for Stewardship Projects

Through Rounds One and Two of the LSGBCUF program, Stewardship staff secured federal funding to support a series of restoration projects across the watershed. Building on municipal investments in the LEAP program, support from the LSCF and investments by landowners, support was confirmed for 5 projects including:

The CNSRVS Project:

Building on the LEAP program, \$2.4M in federal funding was secured to support increased incentive funding for project categories focused on surface water quality improvements that will contribute to reduced phosphorus inputs and improved cold water fish habitat in Lake Simcoe. The initiative also seeks to expand programming into portions of the watershed with lower uptake through increased outreach and the development of demonstration projects. It is

estimated that a total of \$12.4M in project work will be completed over the project term, 2013 to 2017.

Maskinonge River Recovery Project: Phase 2 (MRRP2):

Building on Phase One of the MRRP, the continued investment by LSGBCUF and other partners in this initiative will continue to promote the development and implementation of restoration projects to address this stressed subwatershed. Focused on community engagement and in-the-ground project work, the LSGBCUF grant of \$280k over the project term (2013 to 2017) will contribute to an estimated \$467k in project works.

Oro-Medonte Best Management Practices Project:

LSCUF funding support for this project contributed to a significant increase in the number of projects completed with landowners, including projects on farms, those addressing water quality and streambank enhancements, and septic system upgrades. The LSGBCUF funding secured for this project will contribute to additional restoration works, with a commitment of \$345k in federal funding toward an estimated \$918k in project work between 2013 and 2017.

Ramara Creeks BMP Project:

Similar to the Oro-Medonte Creeks BMP Project, this project builds off the efforts undertaken through funding from EC through the original LSCUF program. The first delivery of this project contributed to a significant increase in the number of projects completed with landowners, including projects on the farm, those addressing water quality and streambank enhancements, and septic system upgrades.

Building on that work, and delivered in-concert with the Watershed Management Plan under development for the subwatershed, it allows LSRCA to continue to focus on improved outreach and partnership building. \$468k in LSGBCUF funding was secured to support an estimated \$1.1M in project work between 2014 and 2017.

Land Securement

Through purchase and environmental easements, LSRCA protects ecologically sensitive lands including valley and stream corridors, portions of the Lake Simcoe shoreline, wetlands, forests, flood control and reservoir lands, and properties on the Oak Ridges Moraine. Land securement maintains their natural functions of flood and erosion control, allows for ecological preservation, and provides parkland and open space. In 2015 staff will begin a review of the existing land securement strategy in order to complete an updated strategy to guide the land securement program over the next 5 – 10 years.

Education & Engagement

Education Services

The goal of Education Services is to generate commitment and action for a healthy watershed. Through programs engaging residents in school and community settings, LSRCA strives to raise awareness, impart knowledge, create understanding, and encourage caring. These are the foundations that inspire and support positive action.

Outdoor & Environmental Education Program

Place-based experiential learning programs are featured at Scanlon Creek Conservation Area in Bradford West Gwillimbury - where students and teachers, youth and families, engage in active exploration of their connections to the health of the Lake Simcoe watershed. Day programs are based out of our Nature Centre - providing essential access to an extensive outdoor “classroom”. Programming connects to internal and external curriculum and categorized under the following themes: ‘Environmental Studies’, ‘Outdoor Recreation’, and ‘Seasonal & Specialized’. Programs present hands-on learning opportunities to develop knowledge and skills through science, arts, recreation and nature appreciation and are delivered to school, youth and community client groups.

Additional experiential programming is featured each summer at Sheppard’s Bush Conservation Area in Aurora through organized, weekly nature camps, called *Conservation Kids*. This program is integrated with the summer youth programming of the Town of Aurora.

Outdoor & Environmental Education is the foundation of LSRCA Education Services and critical in the effort to engage youth as the ‘Next Generation’ of watershed stewards (LSRCA Strategic Plan - Goal 3, Outcome: Inspire Actions: Engagement).

Outreach Education Program

Outreach Education programs are featured in communities throughout the Lake Simcoe watershed - where students and teachers, youth and adults, explore their connections to the health of the watershed where they live, learn, work and play. Outreach Education is a growth area and is integral in the effort to expand the demographic and geographic reach of education program across the watershed (LSRCA Strategic Plan - Goal 3, Outcome: Inspire Actions: Engagement).

Outreach programs are classified within the following streams: ‘Complimentary Presentations’, ‘Experiential Programs’, ‘Environmental Engagement’ and ‘Educational Services’. Programming is aligned with internal and external curriculum and ranges from classroom presentations to outdoor, action-based activities. These traveling environmental education services offer unique learning resources, such as three-dimensional watershed models, visuals, maps, and children’s activity books, and are used to engage students in hands-on activities that examine a diverse range of topics and issues of importance to them. Within the Outreach service area, LSRCA Educators attend multi-day learning festivals, offer Teacher development workshops, and support science and technology fairs for multiple School Boards within the watershed.

Outreach Education for community groups, including special populations such as ‘New Canadians’, offers positive learning experiences that address regional issues and the knowledge essential in the effort to inspire and support the development of positive actions of watershed residents.

Communications

Communications supports all of LSRCA’s business pillars through a variety of services. These services are intended to inform, inspire, and motivate our municipal, provincial and federal partners and our communities, to support and participate in the work of LSRCA. The focus is both at a corporate level as well as at a program/project level. Included in the suite of communications services are:

- Corporate and program communications and marketing strategy development and delivery,
- Internal communications,
- Media relations,
- Crisis communications,
- Issue management,
- Event design and management,
- Community relations,
- Graphic design and creative services,
- Web and social media management, development and maintenance.

Collectively, these services connect staff, partners and communities to corporate and program/project information, issues and events and keep them up-to-date on LSRCA activities and accomplishments.

Leadership & Support

Office of the Chief Administrative Officer

The Chief Administrative Officer directs the organization through board policy development and implementation of the Conservation Authority’s strategic and business plans, and provides direction and coordination of all Conservation Authority programs. Activities include:

- Federal, provincial and municipal stakeholder liaison,
- Corporate governance and board of directors support,
- Strategic and business planning, and performance management,
- Corporate liaison with Conservation Ontario (CO),
- Conservation Authorities Moraine Coalition (CAMC) and the Lake Simcoe Conservation Foundation (LSCF),
- Completing international partnerships which focus on shared knowledge exchange,
- Participating on the Lake Simcoe Coordinating Committee.

Human Resources

Human Resources (HR) is an internal multi-service provider supporting the hiring, orientation and development of knowledgeable and competent employees. In addition, other HR programs and activities include:

- Health and Safety,
- Job evaluation and compensation management,
- Employee Relations

- Talent Management, inclusive of performance management and succession planning
- Accessibility for Ontarians with Disabilities Act, Policies and procedures review and development., and
- Ongoing support of LSRCA's corporate culture program to increase the quality of internal communication, promote open dialogue and improve collaboration.

Asset Management

Asset Management Plan

The Asset Management Plan identifies the short and long-term requirements of LSRCA's hard assets and provides a framework for managing them. Properly maintaining assets through their life cycle minimizes costs and liability, provides more efficient service, ensures compliance with government regulations, and manages assets in an energy efficient and environmentally responsible manner. Assets include buildings, information technology infrastructure, vehicles, and lands.

Head Office

LSRCA's office building incurs costs for maintenance, utilities, upgrades and expansions, taxes, waste and snow removal. These are partially offset by lease revenues from Conservation Ontario.

Scanlon Creek Operations Centre

In June 2014 LSRCA's Watershed Stewardship and Forestry Program staff moved their offices to Scanlon Creek to join staff from the education services program. The Scanlon Creek Operations Centre,

like the Head Office facility, incurs costs for maintenance, utilities, upgrades and expansions, waste and snow removal. The Operations Centre renovation and office expansion project will continue in 2016.

Vehicles and Equipment

Maintaining LSRCA's vehicle and equipment fleet requires expenditures for purchase, lease, fuel, repairs, scheduled maintenance, licenses and insurance. Operating costs are supported by program funding.

Central Administration

The Central Administration service provides reception coverage, customer service, and general administrative support. Information requests made under the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)* are processed. Central Administration provides coordination of annual insurance applications, liaises with internal clients regarding claims processing and issuance of insurance certificates, maintains process for compliance with Canada's Anti-Spam Legislation (CASL) and provides records management and retention. Legal contract review and other corporate legal matter services are provided.

Finance

The Finance Group provides financial leadership and support to the organization on financial strategic direction and budgetary management. LSRCA's internal management team requires financial statements and various schedules throughout the fiscal year. Financial Statements and required reports are prepared for the

board of directors, external stakeholders and partners. The Finance Group manages investments of funds; prepares risk management assessments; accounts for the collection and disbursement of all monies, liaises on all audits for three organizations including Conservation Ontario and Lake Simcoe Conservation Foundation, processes payroll, provides procurement oversight, and performs general accounting operations.

The Financial Strategic priorities in the 2016 budget include two major initiatives:

- 1) Develop an Asset Management Plan
- 2) Develop a Financial Strategy to address growth and sustainability requirements.

Both of these initiatives involve the Management Team in collaborative planning processes towards the successful completion of the initiatives by the end of the 2016 year.

GIS, IT and Information Management

Geographic Information Systems (GIS)

GIS provides the collection and maintenance of land use data in LSRCA's watershed and creates visual mapping as information that supports the decision making for many of the organization's programs and departments. Integrating information from diverse sources into an accessible and visual formats, GIS services are central

to the Conservation Authority's day-to-day business. In 2016 staff will be updating our GIS viewers on the web both internally and externally.

Information Technology (IT) Support

The IT network consists of over 100 computers and 40 servers. This hardware network supports the several hundred computer programs that are run regularly to meet the organization's information needs. Costs are associated with regular maintenance and upgrading of the hardware and software for both the computer network, and the application programs. This includes system support and security requirements. In 2016, staff will be finishing some server room upgrades to provide disaster recovery options for LSRCA's online systems and offsite data storage and backup. Our main technical update will be improving the internet service to our Scanlon Operations Centre.

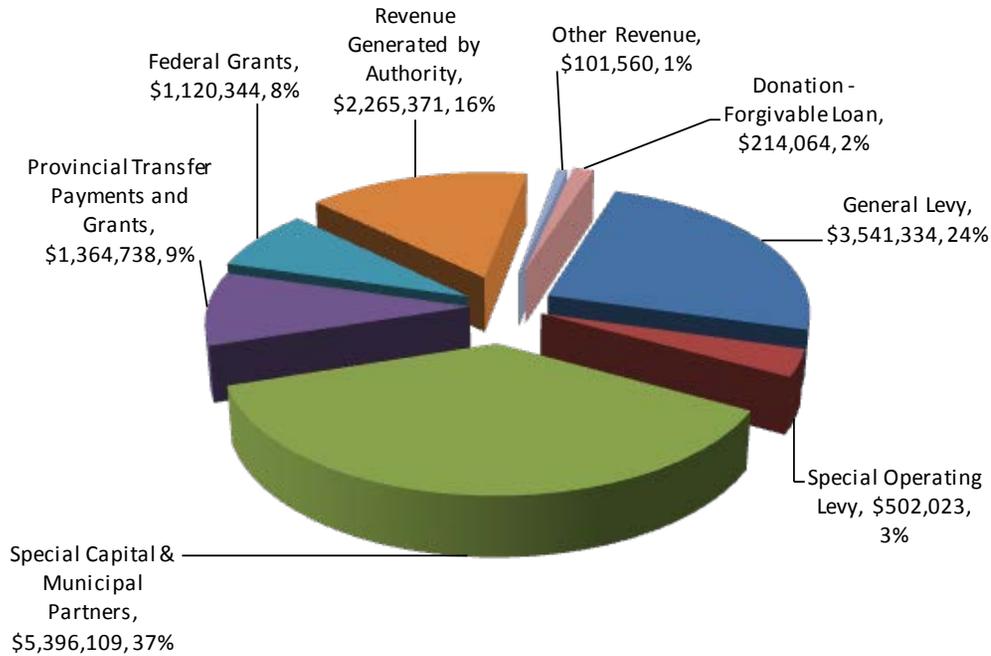


Information Management System (IMS)

External clients and the public benefit from access to LSRCA information through their web browsers. This access provides mapping for permitting and planning and will expand to other areas of public need and interest. The development and deployment of our centralized database, web mapping access and SharePoint allow for more meaningful and timely access to LSRCA information by all staff and the public. Specifically, 2016 will focus on developing LSRCA's Land Owner Assistance Program (LEAP) process and information as a SharePoint business application. This new application will help improve customer service for stewardship activities and provide a feedback loop to the watershed management efforts.

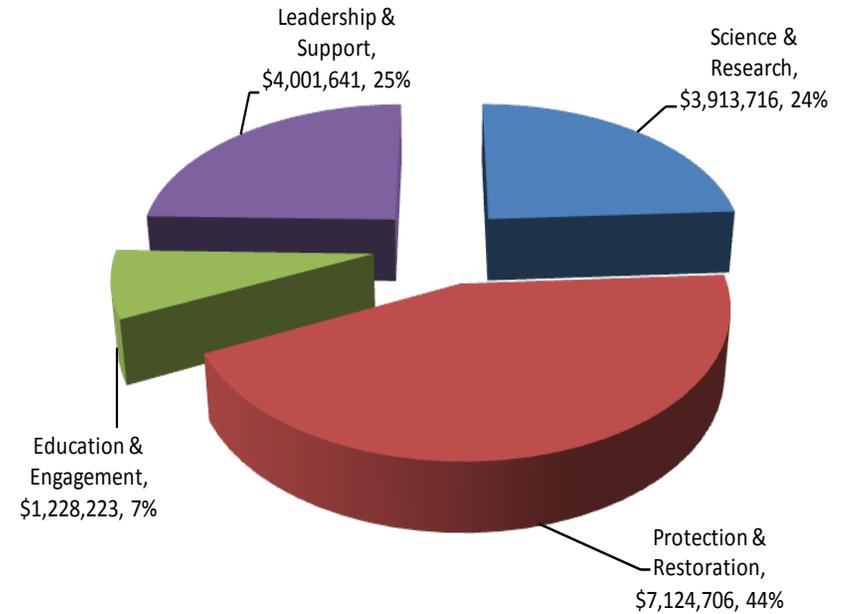
Financial Reports

Revenue \$14,505,543



Foundation donation funding included in Revenue Generated by Authority = \$313,000

Expenditures Net of Internal Fee for Service, Asset Purchases and Amortization: \$14,991,716=\$16,268,285-1,276,569+354,400-354,400



Projected Deficit: (\$486,174)

Consists of:

- Principal on forgivable loan \$204,431
- Recapture asset purchases \$354,400
- Net transfers from reserves (\$703,955)
- Amortization (\$354,400)
- Surplus Education Programs 13,350

Budget Summary

	Approved Budget 2015	Audited Actual 2015	Proposed Budget 2016
Revenue:			
General Levy	3,421,559	3,423,842	3,541,334
Special Operating Levy	482,591	500,866	502,023
Special Capital Levy & Municipal Partners	5,601,547	4,469,220	5,396,109
Provincial Transfer Payments and Grants	1,841,903	1,658,510	1,364,738
Federal Grants	1,542,385	1,508,112	1,120,344
Revenue Generated by Authority	1,820,086	1,914,051	2,265,371
Other Revenue	242,915	172,567	101,560
Donation - Forgivable Loan	223,698	223,698	214,064
Total Revenue	15,176,684	13,870,866	14,505,543
Expenditures:			
Science & Research	4,097,153	3,597,329	3,913,716
Protection & Restoration	7,743,659	6,865,593	7,124,706
Education & Engagement	1,240,884	1,091,986	1,228,223
Leadership & Support	3,484,169	3,280,254	4,001,641
Total Gross Expenditures	16,565,864	14,835,162	16,268,285
Less: Capital Assets	(300,000)	(254,885)	(354,400)
Less: Internal Fee For Service	(971,513)	(1,455,379)	(1,276,569)
Total Net Expenditures	15,294,351	13,124,898	14,637,317
Less: Amortization	(300,000)	(362,067)	(354,400)
Net Revenue (Expenditures)	(417,667)	383,901	(486,174)

Science & Research

	Approved Budget 2015	YTD Actual 2015	Proposed Budget 2016
<u>Revenue:</u>			
Special Capital Levy & Municipal Partners	2,160,150	1,760,849	2,420,399
Provincial Transfer Payments and Grants	1,692,571	1,486,859	1,255,406
Federal Grants	250,000	323,928	40,000
Revenue Generated by Authority	30,000	118,681	45,000
Other Revenue	-	1,144	-
Total Revenue	4,132,721	3,691,462	3,760,805
<u>Expenditures:</u>			
Basin Wide Initiatives	367,170	280,056	491,178
Floodline/Natural Hazard Policy & Mapping	213,545	158,079	234,683
Natural Heritage Mapping	146,878	109,596	148,986
Source Water Protection Planning	824,620	726,774	624,336
Watershed Health Monitoring	1,803,313	1,766,429	1,690,633
Watershed Planning	741,627	556,396	723,901
Total Gross Expenditures	4,097,153	3,597,329	3,913,716
Less: Capital Assets	-	(49,983)	-
Less: Internal Fee For Service	(50,000)	(70,378)	(2,114)
Total Net Expenditures	4,047,153	3,476,968	3,911,602
Net Revenue (Expenditures)	85,568	214,494	(150,797)

Protection & Restoration

	Approved Budget 2015	Audited Actual 2015	Approved Budget 2016
<u>Revenue:</u>			
General Levy	972,703	972,703	1,002,567
Special Operating Levy	75,000	158,691	-
Special Capital Levy & Municipal Partners	2,938,829	2,188,342	2,398,351
Provincial Transfer Payments and Grants	145,532	164,862	105,532
Federal Grants	1,292,385	1,184,184	1,080,344
Revenue Generated by Authority	1,594,857	1,584,252	1,997,235
Other Revenue	222,915	78,396	81,560
Total Revenue	7,242,221	6,331,430	6,665,589
<u>Expenditures:</u>			
Conservation Lands	534,702	445,541	491,257
Land Securement & Property Management	354,841	267,199	427,769
Environmental Planning & Regulations	2,388,509	2,143,644	2,514,464
Erosion & Flood Control Structures	44,361	63,817	43,580
Flood Forecasting/Flood Warning	324,080	310,857	283,491
Landowner Environmental Assistance Program (LEAP)	3,715,124	3,289,606	2,840,016
Watershed Stewardship and Forestry Program	382,042	344,930	524,130
Total Gross Expenditures	7,743,659	6,865,593	7,124,706
Less: Capital Assets	-	(52,067)	-
Less: Internal Fee for Service	(57,564)	(488,053)	(386,121)
Total Net Expenditures	7,686,095	6,325,473	6,738,585
Net Revenue (Expenditures)	-443,874	5,957	-72,996

Education & Engagement

	Approved Budget 2015	Audited Actual 2015	Proposed Budget 2016
<u>Revenue:</u>			
General Levy	552,903	552,903	592,052
Special Operating Levy	139,442	143,270	130,719
Provincial Transfer Payments & Grants	-	2,989	-
Donations	40,000	46,436	53,000
Fee for Service	76,232	80,479	90,000
Other Revenue	-	720	-
Total Revenue	808,577	826,798	865,771
<u>Expenditures:</u>			
Corporate Communications	781,626	676,852	749,527
Conservation Education	459,258	415,134	478,695
Total Gross Expenditures	1,240,884	1,091,986	1,228,223
Less: Capital Assets	-	-	-
Less: Internal Fee For Service	(158,113)	(179,444)	(250,563)
Total Net Expenditures	1,082,771	912,541	977,660
Net Revenue (Expenditures)	(274,194)	(85,744)	(111,889)

Leadership & Support

	Approved Budget 2015	Audited Actual 2015	Proposed Budget 2016
<u>Revenue:</u>			
General Levy	1,895,953	1,898,236	1,946,715
Special Operating Levy	268,149	198,905	371,304
Special Capital Levy & Municipal Partners	502,568	520,029	577,359
Provincial Transfer Payments and Grants	3,800	3,800	3,800
Revenue Generated by Authority	78,997	84,202	80,136
Other Revenue	20,000	92,306	20,000
Donation - Forgivable Loan	223,698	223,698	214,064
Total Revenue	2,993,165	3,021,176	3,213,378
<u>Expenditures:</u>			
Lake Simcoe Protection Plan	225,684	215,115	258,165
Corporate Communications	781,626	676,852	749,527
Finance & Administration	813,203	831,098	914,235
Interest Expense - Forgivable Loan	18,851	18,276	9,633
Geographic Information Systems and Information Techno	896,924	955,942	1,039,772
Human Resources	457,532	401,540	432,711
Office of the Chief Administrative Officer	435,164	379,074	398,625
Twinning - International Riverfoundation	-	8,945	-
Vehicle and Equipment Pool	159,771	148,005	179,714
Head Office Operations	195,091	209,874	423,907
Scanlon Creek Office Operations	248,378	87,672	313,192
Rental Properties	33,571	24,714	31,687
Total Gross Expenditures	4,265,795	3,957,106	4,751,169
Less: Expenses allocated to Education & Engagement	(781,626)	(676,852)	(749,527)
Sub Total	3,484,169	3,280,254	4,001,641
Less: Capital Assets	-	(152,836)	-
Less: Internal Fee For Service	(705,836)	(717,503)	(637,771)
Net Expenditures	2,778,333	2,409,915	3,363,870
Excess (deficiency) of revenue over expenditures	214,832	611,261	-150,492

2016 Reserve Budget

	Opening Balance January 1, 2016	2016 Proposed Appropriations to/(from) Reserve	Projected Balance as at December 31, 2016	Board Approved Minimum Target
Capital Asset Reserve				
Administration Building Major Maintenance	28,533		28,533	25,000
Beaver River Wetlands	25,881		25,881	
Whites Creek Land Reserve	16,697		16,697	
Scanlon Creek Trail Reserve	1,000		1,000	
Computer and Network System	28,400		28,400	25,000
Conservation Area Maintenance & Development	50,000		50,000	
Education Centre - Capital	16,912		16,912	
Flood Control Network and Structures	24,947		24,947	15,000
Green Space Acquisition	45,802		45,802	
Pangman - Fencing	22,977		22,977	
Pangman -Maintenance and Development	314		314	
Signage	8,168		8,168	
Vehicles and Equipment	50,000		50,000	50,000
Rental Properties	97,169	695	97,864	
Asset Management	152,509	76,868	229,377	
System Priorities & Programs Reserve				
Nutrient Management	5,991		5,991	
Legal	64,496		64,496	40,000
Severence	30,247		30,247	
Business Unit Reserve				
Planning and Development Services	27,500		27,500	27,500
Thiess Riverprize	235,625		235,625	
Endowment Funds				
Land Securement Roaches Pt. - Deer Park	8,998		8,998	
Land Securement Roaches Pt. - New Forest	8,943		8,943	
General Operating Reserve	383,539		383,539	1,000,000
Working Capital Reserve	1,996,336	(781,518)	1,214,818	200,000
	<u>3,330,984</u>	<u>(703,955)</u>	<u>2,627,029</u>	

Overview of 2016 Municipal General and Special Capital Levy Funding

Municipalities	2016 CVA Within Watershed	2016 % Within Watershed	% Apportionment	2016 General Levy	2015 General Levy	2014 General Levy	2016 Special Capital	2015 Special Capital	2014 Special Capital	2016 Special Operating Levy
Region of Durham										
Brock TP	1,494,015,337	92	1.87%							
Scugog TP	398,616,631	11	0.50%							
Uxbridge TP	3,376,716,368	80	4.22%							
	<u>5,269,348,336</u>		6.59%	233,403	227,775	223,381	456,435	451,809	449,154	20,639
Region of York										
Aurora	12,321,147,905	96	15.41%							
East Gwillimbury	5,007,882,418	100	6.26%							
Georgina	6,523,466,800	100	8.16%							
King TP	3,696,978,890	55	4.62%							
Newmarket	16,613,517,762	100	20.78%							
Richmond Hill	487,441,045	1	0.61%							
Whitchurch-Stou	5,675,889,999	57	7.10%							
	<u>50,326,324,819</u>		62.95%	2,229,175	2,152,356	2,055,487	2,424,317	2,341,405	2,249,167	325,000
City of										
Barrie	14,730,143,946	70	18.42%	652,463	632,268	613,712	636,562	651,263	563,042	92,281
Kawartha Lakes	338,513,385	3	0.42%	14,994	14,649	14,269	24,159	24,370	24,369	
	<u>15,068,657,331</u>									
Municipality of										
Bradford West G	3,719,994,562	72	4.65%	164,775	155,922	146,286	214,520	212,993	199,218	37,603
Innisfil	3,368,194,845	57	4.21%	149,192	144,035	138,116	193,232	195,642	180,054	26,500
New Tecumseth	371,570,110	7	0.46%	16,458	15,823	15,184	5,539	5,662	5,624	
Oro Medonte	893,263,951	22	1.12%	39,567	38,125	37,034	31,318	31,718	30,800	
Ramara	932,549,531	42	1.17%	41,307	40,607	40,177	19,427	19,362	18,707	
	<u>9,285,572,999</u>									
	<u>79,949,903,485</u>		100.00%	3,541,334	3,421,559	3,283,646	4,005,509	3,934,224	3,720,135	502,023