



Board of Directors
Meeting No. BOD-03-22
Friday, March 25, 2022
9:00 a.m.

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, April 22nd at 9:00 a.m.
To be held virtually by Zoom

Lake Simcoe Conservation Foundation 33rd Annual Dinner

Wednesday, June 22nd at 6:00 p.m.
The Manor at Carrying Place Golf and Country Club

Annual Conservation Awards

Tuesday, October 11th @ 6:00 p.m.
Newmarket Old Town Hall

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 - 5

Recommended: That the content of the Agenda for the March 25, 2022 meeting of the Board of Directors be approved as presented.

IV. Adoption of Minutes

a) Board of Directors

Pages 6 - 12

Included in the agenda is a copy of the minutes of the Board of Directors' Meeting, No. BOD-02-22, held on Friday, February 25, 2022.

Recommended: That the minutes of the Board of Directors' Meeting, No. BOD-02-22, held on Friday, February 25, 2022 be approved as circulated.

V. Announcements

VI. Presentations

a) Fourth Quarter 2021 Unaudited Financial Report

Pages 13 - 26

General Manager, Corporate and Financial Services/CFO Mark Critch, will provide an overview of the Authority's Fourth Quarter 2021 Unaudited Financial Report. This presentation will be provided at the meeting and will be available on our website following the meeting.

Recommended: That the presentation by General Manager, Corporate and Financial Services/CFO Mark Critch regarding the Authority's Fourth Quarter 2021 Unaudited Financial Report be received for information.

Included in the agenda is Staff Report No. 09-22-BOD regarding the Authority's Fourth Quarter Unaudited Financial Report.

Recommended: That Staff Report No. 09-22-BOD regarding the Authority's Fourth Quarter Unaudited Financial Report be received for information.

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 Pages 4 and 5 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 legal, land and human resources matters.

Recommended: That the Board move to Closed Session to deal with confidential legal, land and human resources matters; and

Further that the Chief Administrative Officer, members of the Executive Leadership Team, the Director, Regulations, and the Chief of Staff remain in the meeting for the discussion on Item a); and

Further that the Chief Administrative Officer, members of the Executive Leadership Team and the Chief of Staff remain in the meeting for the discussion on Item b); and

Further that the Chief Administrative Officer remain in the meeting for the discussion on Item c).

The Board will rise from Closed Session and report findings.

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

a) Confidential Legal Matter

Confidential Staff Report No. 13-22-BOD will be sent to Board members prior to the meeting.

Recommended: That Confidential Staff Report No. 13-22-BOD regarding a confidential legal matter be approved.

b) Confidential Land Matter

An update regarding a Confidential land matter will be provided at the meeting.

Recommended: That the update regarding a Confidential land matter be received for information.

c) Confidential Human Resources Matter

Confidential Staff Report No. 14-22-BOD will be sent to Board members prior to the meeting.

Recommended: That Confidential Staff Report No. 14-22-BOD regarding a confidential human resources matter be received for information.

XIII. Other Business

Next Meeting

The next meeting of the Board of Directors will be held on Friday, April 22, 2022. This meeting will follow the Lakes Simcoe and Couchiching/Black River Source Protection Authority meeting taking place at 9:00 a.m. These meetings will be held via Zoom, access details to be provided prior to the meeting.

XIV. Adjournment

Agenda Items

1. Correspondence

Page 27 - 40

- a) The Town of Bradford West Gwillimbury's March 4, 2022 letter to the Federal Minister of Finance regarding Federal Support for Lake Simcoe Clean Up Fund;
- b) The Town of East Gwillimbury's March 17, 2022 letter to the Federal Minister of Finance regarding Federal Support for Lake Simcoe Clean Up Fund; and
- c) The City of Orillia's March 17, 2022 letter to the Provincial Minister of Intergovernmental Affairs, Infrastructure and Communities and to the Provincial Minister of Environment, Conservation and Parks, along with its attachment, regarding the Holland Marsh Phosphorus Recycling Facility.

Recommended: That Correspondence Items a) to c) be received for information.

2. BDO Canada LLP – Audit Planning Report for the 2021 Annual Audit

Pages 41 - 75

Recommended: That 10-22-BOD regarding BDO Canada LLP – Audit Planning Report for the 2021 Annual Audit be received for information.

3. Communications and Engagement Strategy Overview

Pages 76 - 81

Recommended: That Staff Report No. 11-22-BOD regarding an overview of the Corporate Communications Strategy be received for information.

4. Donation Request – Offsetting Revenue

Pages 82 - 87

Recommended: That Staff Report No. 12-22-BOD regarding the Ukrainian National Federation of Canada's donation request letter of February 26, 2022 be received; and

Further that staff's recommendation to not support the request for donation of ecological offsetting funds to the Canada Ukraine Foundation's Humanitarian Appeal be approved on the basis that the Authority's Ecological Offsetting Policy provides clear and transparent direction with respect to the use of funds collected under this policy.

Lake Simcoe Region Conservation Authority

Board of Directors' Meeting

Board of Directors' Meeting No. BOD-02-22

Friday, February 25, 2022

Held virtually via Zoom

Meeting Minutes

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 W. Gaertner, Councillor K. Ferdinands, 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

Board Members Absent

Deputy Mayor J. Gough

Staff Present

R. Baldwin, T. Barnett, M. Bessey, A. Brown, K. Cheney, K. Christensen, M. Critch, P Davies, J. Doyley, B. Kemp, B. Longstaff, G. MacMillan, S. McKinnon, N. O'Dell, G. Peat, D. Ruggle, C. Taylor, K. Toffan, K. Yemm, K. Zeppieri

I. Land Acknowledgement

II. Declarations of Pecuniary Interest or Conflict of Interest

None noted for the meeting.

III. Approval of Agenda

Moved by: B. Drew

Seconded by: V. Hackson

BOD-015-22 **Resolved That** the content of the Agenda for the February 25, 2022 meeting of the Board of Directors be approved as circulated. **Carried**

IV. Adoption of Minutes

a) Board of Directors' Meeting

Moved by: D. Barton

Seconded by: A. Waters

BOD-016-22 **Resolved That** the minutes of the Board of Directors 71st Annual General Meeting, No. BOD-01-22, held on Friday, January 28, 2022 be approved as circulated.

Carried

b) Conservation Ontario Council Meeting

Moved by: D. Barton

Seconded by: A. Waters

BOD-017-22 **Resolved That** the minutes of Conservation Ontario's Council Meeting held on Monday, December 13, 2021 be received for information. **Carried**

V. Announcements

- a) CAO Baldwin updated the Board on staff's return to the physical offices, which had been planned for January 10th. He advised that the return to office date is now scheduled for March 21st, on a cohort basis of every other week with a minimum of two days during the week. April 19th will be the formal return to a hybrid business model. More to come on those details in March.
- b) CAO Baldwin noted that the Ministry of Environment, Conservation and Parks has put a call out for agricultural Board representatives through their Public Appointees Secretariat. Members who are appointed by the Province will have certain limitations, for example no ability to vote on budgetary or financial matters. The CAO has requested through the Provincial Conservation Authorities Working Group that recommended appointees be vetted by the Authority to ensure they have never been in violation of the *Conservation Authorities Act*, which would be a direct conflict.
- c) Lake Simcoe Conservation Foundation Executive Director Cheryl Taylor advised that plans for the 33rd Annual Conservation Dinner are going well with just a few tickets left. The dinner will take place on June 22nd

VI. Presentations

a) 2022 Proposed Capital and Operating Budget

General Manager, Corporate and Financial Services/CFO Mark Critch, provided an overview of the Authority's Proposed 2022 Capital and Operating Budget. He first provided a brief summary of 2021 highlights, noting that a higher than anticipated year-end operation surplus can be attributed to an increase in volume of *Planning Act* and permit applications received in the second half of the year, some salary gapping due to staffing changes, some operational savings realized with staff working remotely throughout the year, and full cost recovery from external

projects that provided additional corporate overhead. He noted that these highlights will be discussed in more detail in March when the year-end financial report will be brought to the Board.

Moving on to 2022, GM Critch noted that the in-year budget improvement policy approved in 2021 has increased transparency and improved reporting. The Planning and Development fees review completed in the fall of 2021 has helped to improve consistency with fees and to ensure full cost recovery. He noted the updated Purchasing Policy has helped with project approvals and timing, the Conservation Authorities Act review continues but does not impact the 2022 budget. He also noted that no new investments have been added in 2022 while Transformation 2022-2024 begins to be implemented, however achieving these outcomes will impact the budgets of 2023 and 2024. He reviewed the twelve 2022 Annual Priorities that have been identified by the Executive Leadership Team.

GM Critch noted that the 2022 Proposed Capital and Operating Budget has been developed within the guidelines and assumptions approved by the Board in June of 2021 and can be summarized as follows: Board approved updated Planning and Development fees; five new full-time equivalents fully funded by fees; and at meeting time approval has been received from seven of the nine funding municipalities, with the remaining two expected shortly. To view this presentation, please click this link: [2021 Budget Highlights and 2022 Proposed Budget Presentation](#)

Moved by: P. Ferragine

Seconded by: T. Vegh

BOD-018-22 **Resolved That** the presentation by General Manager, Corporate and Financial Services/CFO Mark Critch regarding the Authority's Proposed 2022 Capital and Operating Budget be received for information. **Carried**

Included in the agenda is Staff Report No. 02-22-BOD regarding the Authority's Proposed 2022 Capital and Operating Budget.

Moved by: P. Ferragine

Seconded by: T. Vegh

BOD-019-22 **Resolved That** Staff Report No. 02-22-BOD regarding the Authority's 2022 Proposed Capital and Operating Budget be received; and

Further that the 2022 Proposed Capital and Operating Budget and all projects therein be adopted; and

Further that staff be authorized to enter into agreements and/or execute documents with private sector organizations, non-governmental organizations or governments

and their agencies for the undertaking of projects for the benefit of the Authority and funded by the sponsoring organization or agency, including projects that have not been provided for in the approved budget; and

Further that as required by Ontario Regulation 139/96 (formerly O.S. 231/97), this recommendation and the accompanying budget documents, including the schedule of matching and non-matching levies, be approved by weighted vote. **Carried**

Representative	Partner Municipality	YEA	NAY	CVA
Councillor Keenan Aylwin	City of Barrie	X		11.91%
Mayor Dave Barton	Durham Region (Uxbridge)	X		2.76%
Mayor Bobbie Drew	Durham Region (Scugog)	X		2.76%
Councillor Avia Eek	York Region (King)	X		7.14%
Regional Chairman Wayne	York Region (at Large)	X		7.14%
Councillor Ken Ferdinands	York Region (Whitchurch-Stouffville)	X		7.14%
Councillor Peter Ferragine	Town of Bradford West Gwillimbury	X		7.44%
Councillor Wendy Gaertner	York Region (Aurora)	X		7.14%
Deputy Mayor Joe Gough	Township of Ramara	Absent		1.30%
Councillor Randy Greenlaw	Township of Oro-Medonte	X		1.41%
Mayor Virginia Hackson	York Region (East Gwillimbury)	X		7.14%
Councillor Shira Harrison-McIntyre	Town of New Tecumseth	X		0.69%
Councillor Cria Pettingill	Durham Region (Brock)	X		2.76%
Mayor Margaret Quirk	York Region (Georgina)	X		7.14%
Councillor Clare Riepma	City of Barrie	X		11.91%
Regional Councillor Tom Vegh	York Region (Newmarket)	X		7.14%
Councillor Alex Waters	Town of Innisfil	X		6.55%
Councillor Emmett Yeo	City of Kawartha Lakes	X		0.51%
	Total			100.00%

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

No items were identified under items requiring separate discussion.

X. Adoption of Items not Requiring Separate Discussion

Items No. 1 to 5 were identified under items not requiring separate discussion.

Moved by: C. Pettingill

Seconded by: S. Harrison-McIntyre

BOD-020-22 **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

BOD-021-22 **Resolved That** Correspondence Item a) be received for information. **Carried**

2. Municipal Freedom of Information and Protection of Privacy Act: Annual Statistical Report

BOD-022-22 **Resolved That** Staff Report No. 03-22-BOD regarding the Authority’s Municipal Freedom of Information and Protection of Privacy Act 2021 Annual Statistical Report be received for information. **Carried**

3. Monitoring Report – Planning and Development Applications for the Period January 1 through December 31, 2021

BOD-023-22 **Resolved That** Staff Report 04-22-BOD regarding monitoring of planning and development applications for the period January 1 through December 31, 2021 be received for information. **Carried**

4. Lake Simcoe Region Conservation Authority’s Programs and Services Inventory List

BOD-024-22 **Resolved That** Staff Report No. No. 05-22-BOD regarding the Lake Simcoe Region Conservation Authority’s Programs and Services Inventory List be received; and **Further that** the Programs and Services Inventory List be circulated to Ministry of the Environment, Conservation and Parks, as well as member and specified municipalities. **Carried**

5. Ministry of Environment, Conservation and Parks - Phase 2 Regulatory and Policy Proposal Consultation Guide

BOD-025-22 **Resolved That** Staff Report No. 06-22-BOD regarding the update on the Ministry of Environment, Conservation and Parks Phase 2 Regulatory and Policy Proposal Consultation Guide be received for information. **Carried**

XI. Consideration of Items Requiring Separate Discussion

There were no items requiring separate discussion.

XII. Closed Session

The Board moved to Closed Session to deal with confidential legal and land matters.

Moved by: K. Ferdinands

Seconded by: A. Waters

BOD-026-22 **Resolved That** the Board move to Closed Session to deal with confidential legal and land matters; and

Further that the Chief Administrative Officer, members of the Executive Management Team, the Director, Regulations, and the Coordinator BOD/CAO remain in the meeting for the discussion on Items a) and b); and

Further that the Chief Administrative Officer, members of the Executive Management Team and the Coordinator BOD/CAO remain in the meeting for the discussion on Item c). **Carried**

The Board rose from Closed Session to report findings.

Moved by: A. Eek

Seconded by: S. Harrison-McIntyre

BOD-027-22 **Resolved That** the Board rise from Closed Session and report findings.

a) Confidential Legal Matter

Moved by: A. Eek

Seconded by: S. Harrison-McIntyre

BOD-028-22 **Resolved That** Confidential Staff Report No. 07-22-BOD regarding a confidential legal matter be received for information. **Carried**

b) Confidential Legal Matter

Moved by: A. Eek

Seconded by: S. Harrison-McIntyre

BOD-029-22 **Resolved That** Confidential Staff Report No. 08-22-BOD regarding a confidential legal matter be received for information. **Carried**

c) Confidential Land Matter

Moved by: A. Eek

Seconded by: S. Harrison-McIntyre

BOD-030-22 **Resolved That** the presentation regarding a confidential land matter be received for information. **Carried**

XIII. Other Business

- a) Chair Emmerson noted the next Board of Directors' meeting is scheduled for Friday, March 25, 2022. This meeting will be held virtually.

XIV. Adjournment

Moved by: C. Riepma

Seconded by: B. Drew

BOD-031-22 **Resolved That** the meeting be adjourned at 11:25 a.m. **Carried**

Original to be signed by:

Regional Chairman Wayne Emmerson
Chair

Original to be signed by:

Rob Baldwin
Chief Administrative Officer

Staff Report

To: Board of Directors

From: Katherine Toffan, Manager of Finance

Date: March 13, 2022

Subject

Fourth Quarter Unaudited Financial Report

Recommendation

That Staff Report No. 09-22-BOD regarding the Authority's Fourth Quarter Unaudited Financial Report for the period ending December 31, 2021 be received for information.

Purpose of this Staff Report:

The purpose of this Staff Report No. 09-22-BOD is to provide the Board of Directors with a summary of financial activities for the period ending December 31, 2021 as they relate to the 2021 budget approved by the Board on March 26, 2021.

Background:

The Budget Status Reports are developed for the use of the Board and management, use the same format as the approved budget, and provide a status update on the programs and projects that fall under the Authority's seven service areas: Corporate Services, Ecological Management, Education & Engagement, Greenspace Services, Planning & Development Services, Water Risk Management and Watershed Studies & Strategies.

Issues:

The draft unaudited financial results (found in Appendix 1) identify an operational surplus position of \$790K before budgeted Reserve activity, capital asset entries and additional restricted reserve activities. This is up from the projected year-end surplus of \$504K at the third quarter. The drivers of this surplus are outlined in the table below. Staff have conducted final year-end program and project reviews with managers and general managers and discussed the following variances that have impacted the Authority's year-end financial position.

	2021 Budget	2021 Results	Note
Draft Appropriations to/(from) Reserve for 2021:			
Surplus/(Deficit) from Operations:			
Transfer Offsetting Program operational surplus – Restoration	-	405,881	5
Transfer Offsetting Program operational surplus - Corporate	-	215,769	5
Operational Surplus - summary by Service Area in next section	-	789,431	
Surplus/(Deficit) from Budgeted Reserve Decisions:			
Approved Draw for Communications Engagement Strategy	(30,000)	(13,295)	3
Approved Draws for Head Office Building Renovations & Security Updates	(41,500)	(30,527)	
Approved Draw for Office Furniture	(110,000)	(47,865)	1
Approved Draw for Dump Truck & Monitoring Truck	(105,000)	(33,674)	1
Approved Draw for Computer Purchases	(19,000)	(17,000)	
Approved Draw for Boardroom Sound System	(50,000)	-	1
Approved Draw for Vehicle Lease and Fuel	(5,000)	(5,000)	
Approved Draw for Upgrades to Sheppard's Bush Houses	(19,000)	-	2
Approved Draw for Project Work Carried over to 2021	(19,531)	(8,832)	3
Reserve Transfer for Asset Management	372,370	373,288	
Reserve Transfer for Interest Income	25,000	15,863	4
Reserve Transfer for Surplus from External Projects	14,564	14,564	
Sub-total: Changes from Budgeted Reserve Decisions	12,903	247,522	
Subsequent In-Year Approved Reserve Requests:			
Approved Draws for Head Office Building Renovations/Updates	(70,000)	(70,000)	
Approved Draw for Land Purchase	(27,877)	-	2
Net Change in Reserves (excluding asset entries)	(84,974)	1,588,603	

Notes

1. Work and/or expense related to the reserve draw deferred to 2022.
2. Work and /or expense related to the reserve draw did not materialize and/or was not needed.
3. Draw for work lower than budgeted.
4. Surplus from Interest Income under budget due to lower interest rates in 2021.
5. Surplus from collection of Admin on Offsetting funds received in 2021. Will be used to pay down prior years draws and for future costs related to Project Development.

Summary of Operations Results by Service Areas:

Service Area	Surplus (\$000s)	Drivers
Corporate Services	284	Savings associated with general office expenses and supplies, conservation awards program, utilities, in person training costs and catering. Savings are higher than were anticipated with the Q3 forecast.
Education	30	Savings in staffing associated with redeployment to Water Risk Management Program & Projects, unbudgeted additional revenues came in for Education program.
Greenspace Services	17	Operational savings related to staffing in the Property Service program, slightly higher than anticipated with the Q3 forecast.
Planning & Development	453	Open positions, timing of replacing staff created salary gapping, 350K. Underspending in program for legal, consulting 45K. Total Service Area program revenues over by 53K
Water Risk Management	12	Surpluses from Fee for Service contracts, slightly higher than anticipated with the Q3 forecast.
Watershed Studies & Strategies	(6)	Using reserve to cover project costs that carried over from 2020. Surplus in 2020 was moved to reserve for this use.
Overall Corporate Operational Surplus at December 31, 2021	790	

Relevance to Authority Policy:

In keeping with Authority policy, this staff report has been prepared to provide a draft unaudited fourth quarter financial update on the overall financial position, project expenditures, opportunities and risks as they relate to the 2021 approved budget. Draft Audited Statements will be presented for approval at the April Board meeting.

Impact on Authority Finances:

a) Revenues:

The drivers of the variance in revenue against budget are mainly in the Provincial & Federal funding and Revenue Generated by Authority. The Provincial & Federal funding recognized is lower than budgeted as the Ministry of the Environment, Conservation and Parks' projects carry over to future fiscal years. There is no surplus or deficit impact to the organization on these

projects as revenue is recognized against the expenditures made in the year. Any excess funds are carried over in deferred and will be applied to the projects in 2022.

The Revenue Generated by Authority funding is made up of all Authority Fee for Service revenues and any revenues recognized from the Offsetting program and related projects. The main variance in this funding is in our Ecological and Water Risk Management programs and is a result of either Ecological, Water Balance or LSPOP Offsetting projects that did not materialize or projects that are carrying over to be completed in 2022. Like the Provincial & Federal funding, Offsetting projects do not have a surplus or deficit impact to the bottom line as any used funding stays in deferred for future use.

Additional information under Budget and Timing Variances (section c below) outlines the revenue variances that relate to Capital Projects in the Restoration and Offsetting programs.

b) Expenditures:

With the continued remote work for most staff in 2021, there were expenditure savings in the Corporate Services programs. The main drivers relate to organizational training, postponed, or canceled corporate events, savings from catering, mileage, and office utility costs & supplies.

Expenditures in the Planning & Development are below budget and contributing to the overall operational surplus. The main driver of this variance relates to timing of hiring and replacement in staffing and underspending on legal fees and consulting expenses. Legal expenditures are expected to normalize in 2022 as court cases resume. As presented in the 2022 budget last month, there will be additions to staffing in these program areas to meet capacity needs identified in the program and fee review.

c) Budget and Timing Variances affecting Expenditures:

As outlined in prior staff reports, there are revenue and expense variances that can be attributed to timing. Timing variances occur when expenditures have not happened yet, and accordingly recognition of the related revenue is deferred until the project work commences.

Expenditures in Corporate Services, specifically Facility Management, are below budget which reflects timing related to the expected spending in 2022 for consultation and architectural design of the Scanlon Creek Nature Centre.

Capital project expenditures are driving the expense variances under budget in the Ecological & Water Management Restoration program, as well as the Watershed Planning program. These projects are outlined below and are either complete or have continued into 2022. The deferral of work will not have an impact on the overall financial position, as these projects are covered by Special Capital, Provincial and/or Partner funding. Key areas of these variances include:

1. Ecological Management - \$615K of the expenditure variance is related to projects in the Ecological Restoration program and includes:
 - Ecological Offsetting Capital Projects

- Grassland/Meadow Restoration
- Grants to Partner/Landowners for projects

Projects completed at year end:

- Kettleby Creek Restoration
- Circle Park Wetland Restoration

Other projects in progress and carrying on to 2022:

- Park Road and Innisfil Beach Park Wetland and Channel Realignment
- Kennedy Street Stream and Wetland Creation

2. Water Risk Management - \$450K of the expenditure variance is related to projects in the Water Management/ Restoration program and includes:

- Water Balance and LSPOP Capital Projects
- Stormwater Monitoring Projects
- Provincial Funding Agreements – Lake Simcoe Protection Plan
- York Stormwater Management
- Monitoring projects funded by Municipal partners
- Mouth of Western Creek Restoration
- Stormwater Maintenance funded by Municipal partners
- KD03 Sunnidale Road Stormwater Pond Retrofit funded by LSPOP Offsetting
- All Provincial Funding Agreements under the Lake Simcoe Protection Plan as outlined in Staff Report No. 20-21-BOD from the April 23, 2021 Board of Directors' meeting.

d) Procurement:

Throughout 2021, 119 procurements were awarded through our procurement process, totalling \$4.8M. An outline of procurement statistics for 2021 is attached in Appendix 3.

e) Offsetting Projects Approved and Deferred Balances:

In 2021 the Ecological Offsetting Committee reviewed, approved and/or funded the following projects using Ecological Offsetting funds:

- Tree Planting Projects Funded in 2021 – \$14.7K
- Circle Park Wetland Restoration – Approved in 2019 for \$300K, work started in 2020, project substantially complete at the end of 2021, project spending at end of 2021 equalled \$245K.
- Innisfil Beach Park Wetland – Approved for \$115K in 2020, delays experienced in 2021 and project continuing into 2021.
- Kennedy Street Stream and Wetland Creation – Approved for \$166.9K of Ecological Offsetting funding in 2021. Spent \$6.6K and project continuing in 2022.
- Monitoring of Rogers Reservoir – Approved for \$10K in 2021, continuing into 2022.

- Hamilton Park Wetland project – Approved \$30K in funding for design work.

The Water Balance and Lake Simcoe Phosphorus Offsetting Policy Committee reviewed, approved and/or funded the following projects using the Water Balance and Phosphorus Offsetting funds:

- KD03 Stormwater Pond Retrofit project in Barrie – Approved for \$687.8K in 2021. This project is ongoing into 2022.
- Green Lane Low Impact Development Retrofit project in Newmarket – Approved for \$23.2K, fully funded and completed in 2021.
- Monitoring at 404 Town Center in Newmarket – Approved for \$21.6K, funded \$3.1K in 2021 and work is carrying over to 2022.
- Devlin Place Stream Restoration – Approved for \$205K in 2021, project pending permit approval. No funding spent in 2021.

Appendix 4 provides an outline of the deferred revenue balances by Subwatershed related to the Ecological, Water Balance and Phosphorus Offsetting funds at December 31, 2021. These are to be used to fund future projects that meet the program's criteria.

Summary and Recommendations:

It is therefore **Recommended That** Staff Report No. 09-22-BOD regarding the Authority's Fourth Quarter Unaudited Financial Report for the period ending December 31, 2021 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
General Manager, Corporate and Financial
Services, CFO

Rob Baldwin
Chief Administrative Officer

Attachments:

- Appendix 1 – Draft Unaudited Budget Status Management Report
- Appendix 2 – Draft Unaudited Service Area Budget Status Management Reports
- Appendix 3 – 2021 Procurement Summary
- Appendix 4 – Draft Unaudited Deferred Offsetting Revenue at December 31, 2021

Lake Simcoe Region Conservation Authority
DRAFT Unaudited Budget Status Management Report
December 31, 2021 (shown in 000's)

Revenue:	Full Year Budget	Actual YTD	% of YTD Budget
General Levy	\$ 4,049	\$ 4,049	100%
Special Capital Levy & Municipal Partners	6,216	5,613	90%
Provincial & Federal Funding	2,312	1,509	65%
Revenue Generated by Authority	5,196	4,715	91%
Other Revenue	235	245	104%
Total Revenue:	18,008	16,131	90%
Expenses:			
Corporate Services	5,482	4,506	82%
Ecological Management	3,459	2,598	75%
Education & Engagement	695	636	92%
Greenspace Services	913	1,053	115%
Planning & Development Services	3,608	3,207	89%
Water Risk Management	3,152	2,335	74%
Watershed Studies & Strategies	1,879	1,338	71%
Total Gross Expenses:	19,188	15,673	82%
Expenses included above related to:			
Less: Tangible Capital Assets	-	504	
Internal Fee for Service	1,193	1,131	95%
Expenses before Amortization	17,995	14,038	
Add: Amortization	-	385	
Net Expenses:	17,995	14,423	80%
Net (deficit) before reserve and TCA activity	13	1,708	
Board approved draws on reserve:	399	226	
Board approved transfers to reserves:	(412)	(404)	
Other reserve & net asset activity:			
Transfer for offsetting operational surplus to payback reserve draws from prior years:	-	(622)	
Related to Change in Tangible Capital Assets	-	(118)	
Operational Surplus at December 31	\$ -	\$ 790	

Lake Simcoe Region Conservation Authority
DRAFT Unaudited
Service Area Budget Status Management Report
For period ending December 31, 2021 (shown in 000's)

Corporate Services	2021 Full Year Budget	2021 YTD Actual	% of YTD Budget
Revenue:			
General Levy	\$ 2,703	\$ 2,703	100%
Special Capital Levy & Municipal Partners	1,066	921	86%
Provincial & Federal Funding	2	2	100%
Revenue Generated by Authority	447	340	76%
Other Revenue	28	35	125%
Total Revenue:	4,245	4,001	94%
Expenses:			
Corporate Communications	747	707	95%
Facility Management	1,073	679	63%
Financial Management	1,342	1,027	77%
Governance	584	577	99%
Human Resource Management	508	428	84%
Information Management	1,227	1,088	89%
Total Gross Expenses:	5,482	4,506	82%
Expenses included above related to:			
Internal Fee for Service	1,148	1,045	91%
Net Expenses:	4,334	3,461	80%
Net (deficit) before reserve & TCA activity	(89)	540	
Board approved draws on reserve:	309	168	
Board approved transfers to reserve:	(220)	(208)	
Other reserve activity:			
Transfer for offsetting surplus:	-	(216)	
Operational surplus at December 31	\$ -	\$ 284	

Ecological Management	2021 Full Year Budget	2021 YTD Actual	% of YTD Budget
Revenue :			
General Levy	\$ 6	\$ 6	100%
Special Capital Levy & Municipal Partners	1,964	1,447	74%
Provincial & Federal Funding	347	345	99%
Revenue Generated by Authority	1,113	767	69%
Other Revenue	56	123	220%
Total Revenue:	3,486	2,688	77%
Expenses:			
Ecosystem Science & Monitoring	908	906	100%
Forestry Services	745	549	74%
Restoration & Regeneration	1,807	1,143	63%
Total Gross Expenses:	3,460	2,598	75%
Expenses included above related to:			
Internal Fee for Service	-	17	
Net Expenses:	3,460	2,581	75%
Net surplus/(deficit) before reserve & TCA activity	26	107	
Board approved transfers to reserve:	(26)	(41)	
Other reserve activity:			
Transfer for offsetting admin surplus:	-	(66)	
Operational position at December 31	\$ -	\$ -	

Lake Simcoe Region Conservation Authority
DRAFT Unaudited
Service Area Budget Status Management Report
For period ending December 31, 2021 (shown in 000's)

Education and Engagement	2021 Full Year Budget	2021 YTD Actual	% of YTD Budget
Revenue :			
General Levy	\$ 337	\$ 337	100%
Revenue Generated by Authority	312	282	90%
Other Revenue	6	6	100%
Total Revenue:	655	625	95%
Expenses:			
Community Programming	145	67	46%
School Programming	551	569	103%
Total Gross Expenses:	696	636	91%
Expenses included above related to:			
Internal Fee for Service	41	41	100%
Net Expenses:	655	595	91%
Operational surplus at December 31	\$ -	\$ 30	

Greenspace Services	2021 Full Year Budget	2021 YTD Actual	% of YTD Budget
Revenue :			
General Levy	\$ 414	\$ 414	100%
Special Capital Levy & Municipal Partners	368	442	120%
Provincial & Federal Funding	11	-	0%
Revenue Generated by Authority	55	129	235%
Other Revenue	26	65	250%
Total Revenue:	874	1,050	120%
Expenses:			
Management	695	732	105%
Property Services	97	56	58%
Securement	121	265	219%
Total Gross Expenses:	913	1,053	115%
Expenses included above related to:			
Internal Fee for Service	4	4	100%
Net Expenses:	909	1,049	115%
Net (deficit) before reserve & TCA activity	(35)	1	
Board approved draws on reserve:	35	16	46%
Operational surplus at December 31	\$ -	\$ 17	

Lake Simcoe Region Conservation Authority
DRAFT Unaudited
Service Area Budget Status Management Report
For period ending December 31, 2021 (shown in 000's)

Planning and Development	2021 Full Year Budget	2021 YTD Actual	% of YTD Budget
Revenue :			
General Levy	\$ 490	\$ 490	100%
Special Capital Levy & Municipal Partners	405	405	100%
Provincial & Federal Funding	22	22	100%
Revenue Generated by Authority	2,690	2,735	102%
Other Revenue	-	8	
Total Revenue:	3,607	3,660	101%
Expenses:			
Development Planning	1,879	1,640	87%
Permitting & Enforcement	1,728	1,567	91%
Total Gross Expenses:	3,607	3,207	89%
Expenses included above related to:			
Internal Fee for Service	-	-	
Net Expenses:	3,607	3,207	89%
Operational surplus at December 31	\$ -	\$ 453	

Water Risk Management	2021 Full Year Budget	2021 YTD Actual	% of YTD Budget
Revenue :			
General Levy	\$ 99	\$ 99	100%
Special Capital Levy & Municipal Partners	1,349	1,444	107%
Provincial & Federal Funding	1,164	699	60%
Revenue Generated by Authority	579	456	79%
Other Revenue	-	7	
Total Revenue:	3,191	2,705	85%
Expenses:			
Flood Management & Warning	440	439	100%
Source Water Protection	752	573	76%
Water Management & Restoration	1,276	726	57%
Water Science & Monitoring	683	597	87%
Total Gross Expenses:	3,151	2,335	74%
Expenses included above related to:			
Internal Fee for Service	-	24	
Net Expenses:	3,151	2,311	73%
Net surplus/ (deficit) before reserve & TCA activity	40	394	
Board approved draws on reserve:	46	34	
Board approved transfers to reserve:	(86)	(75)	
Other reserve activity:			
Transfer for offsetting surplus:	-	(341)	
Operational surplus at December 31	\$ -	\$ 12	

Lake Simcoe Region Conservation Authority
DRAFT Unaudited
Service Area Budget Status Management Report
For period ending December 31, 2021 (shown in 000's)

Watershed Studies and Strategies	2021 Full Year Budget	2021 YTD Actual	% of YTD Budget
Revenue :			
General Levy	\$ -	\$ -	
Special Capital Levy & Municipal Partners	1,064	955	90%
Provincial & Federal Funding	765	441	58%
Revenue Generated by Authority	-	6	
Other Revenue	120	-	0%
Total Revenue:	1,949	1,402	72%
Expenses:			
Climate Change Adaptation	194	191	98%
Research & Innovation	646	578	89%
Watershed Subwatershed Planning	1,039	569	55%
Total Gross Expenses:	1,879	1,338	71%
Expenses included above related to:			
Internal Fee for Service	-	-	
Net Expenses:	1,879	1,338	71%
Net surplus before reserve & TCA activity	70	64	
Board approved draws on reserve:	9	9	
Board approved transfers to reserve:	(79)	(79)	
Operational (deficit) at December 31	\$ -	\$ (6)	

Appendix 3 – 2021 Procurement Summary

Vendor Name	Number of Purchase Orders Issued	Total Value (including HST)	Standard Procurement under 15,001	Standard Procurement RFQ/RFP or RFT	Single Source	Sole Source
AECOM Canada Ltd	3	27,069		X	X	
All Blue Solutions	1	4,238			X	
Aquafor Beech	3	171,058		X		
Avensys Solutions Inc.	1	35,058				X
Barrie Ford	2	72,388		X		
Barrie Mitsubishi	1	29,211		X		
Bartram Woodlands Ltd.	1	23,730		X		
Borg Fence & Contracting	1	9,591	X			
Brandt Positioning Technology	1	22,820		X		
Brooklin Concrete Products	1	4,129			X	
Caduceon Environmental Laboratories	3	12,350			X	
Canadian Tech Air Systems Inc.	1	10,797	X			
Conservation Ontario	1	13,553			X	
Consortech Solutions Inc.	1	3,221	X			
County of Simcoe	1	10,170	X			
CREDIT VALLEY CONSERVAITON	1	34,467			X	
D.M. Wills Associates Limited	1	28,956				X
DCR Systems Group	1	7,006	X			
Dell Canada	1	5,650	X			
DST, a Division of Englobe	1	10,735	X			
Dynex Construction	1	197,966		X		
Enclosures Direct	1	3,519	X			
Environmental Consulting Occupational Health ECOH Management Inc.	1	9,825	X			
Environmental Water Resources Group Ltd.	1	45,200			X	
ESRI Canada	1	5,820				X
Freeman Associates	1	217,502			X	
Gow Hastings Architects	1	775,372		X		
Greenlink Energy	1	10,607			X	
Groundwater Environmental Management Services Inc. (GEMS)	1	6,556			X	
Hortico Nursery	2	23,370	X			
Hoskin Scientific	2	4,529	X			
HPC - Hersh Project Consultant	2	16,498			X	
HRdownloads	1	7,118	X			
Info-Tech Research Group	1	74,899		X		
Innisfil Garage Doors	1	12,142	X			
Insight Canada	1	2,590	X			
IRON MOUNTAIN	1	10,170	X			
Kim Stephens	1	7,830	X			
King International Advisory Group Inc.	1	4,520			X	
Kisters North America	1	25,809				X
Lakehead University	2	26,501				X
Lawnscape	2	37,893		X		
Lefroy Harbour	1	2,825	X			
Letter M	2	18,703			X	
Marianne Love Consulting Services	1	3,300	X			
Mark Bookhout	2	24,860			X	
Maximum Signs	1	4,605	X			
MRP Studios	2	11,300	X			
Municipal Infrastructure Group Limited	1	60,811		X		
New Roads Chevrolet Buick Cadillac GMC	1	62,174		X		
Nottawasaga Valley CA	1	246,615				X
Orland Conservation	1	12,123	X			
Perfect Moves	1	4,369	X			
Prescientx	1	69,711			X	
Prime Data	1	3,190	X			
PSD Citywide	1	4,999	X			
R&M Construction	2	1,443,862		X		
Randy Perry Electric Ltd.	2	11,351			X	
RCM Systems	2	25,770		X		
Remediation Works Environmental Service	2	20,796	X			
Renaissance Office Furniture and Supplies	2	26,360		X		

Vendor Name	Number of Purchase Orders Issued	Total Value (including HST)	Standard Procurement under 15,001	Standard Procurement RFQ/RFP or RFT	Single Source	Sole Source
Resilient Consulting Corporation	2	69,371		X		
Restoration Artists - The Invasive Species Experts	1	4,407	X			
Ryerson University	1	29,239				X
Sentia Solutions	2	10,862			X	
Severn Sound Environmental Association	2	145,542				X
Sher & Associated - Employee Development Learning Solutions	1	52,189			X	
Smart About Salt Council (SASC)	1	37,629				X
Smart City Water	1	2,921	X			
Softchoice	1	4,530	X			
Soil Engineers Limited	1	8,430	X			
SQM Janitorial Services	3	90,469		X		
Technology Solutions	6	36,035	X			
Thomas Solutions	1	12,517	X			
Toronto and Region Conservation	3	27,902	X			
Total Clean	1	4,068	X			
Traditional Air Systems Inc.	2	16,434			X	
Uline	1	5,072	X			
Upper Canada Signs & Graphics	1	4,091	X			
Voyager	1	4,400	X			
W.S. Morgan	1	98,084		X		
Waste Connections of Canada	1	12,950	X			
Waters Edge Environmental Solutions Team Ltd	1	23,501		X		
Watson & Associates Economists	1	36,205			X	
Windfall Ecology Centre	1	4,706	X			
York Region	1	2,505	X			

Totals 119 4,864,215

DRAFT Unaudited Deferred Offsetting Revenue Balances at December 31, 2021

Ecological Offsetting

Subwatershed	Land Acquisition Funds Remaining	Funds Remaining for Future Projects	Total
Barrie Creeks	-	9,322	9,322
Black River	-	372,799	372,799
East Holland	9,192	609,475	618,667
Hawkstone Creek	-	305,424	305,424
Hewitts Creek	11,150	980,203	991,353
Innisfil Creeks	-	497,793	497,793
Lovers Creek	44,675	320,330	365,005
Oro Creeks South	-	177,480	177,480
Uxbridge Brook	-	1,107	1,107
West Holland	43,833	293,300	337,133
Whites Creek	37,417	249,443	286,860
General Pool - Interest Earned	-	91,051	91,051
Grand Total	146,267	3,907,727	4,053,994

Water Balance Offsetting

Subwatershed	Funds Remaining for Future Projects	Restoration Admin Funds Remaining	Total
Black River	82,808	-	82,808
East Holland	736,844	47,526	784,370
Innisfil Creeks	822,272	-	822,272
Lovers Creek	288,904	-	288,904
Oro Creeks North	39,248	-	39,248
Oro Creeks South	17,028	-	17,028
West Holland	1,036,442	26,690	1,063,132
Western Creek - (NM)	646,300	-	646,300
Young St. Aquifer (TRCA)	19,140	-	19,140
General Pool	44,142	-	44,142
Grand Total	3,733,128	74,216	3,807,344

Lake Simcoe Phosphorous Offsetting

Subwatershed	Funds Remaining for Future Projects
Barrie Creeks	172,170
Black River	10,500
East Holland	1,975,914
Georgina Creeks	17,850
Innisfil Creeks	186,655
Lovers Creek	455,730
Maskinonge River	20,125
Uxbridge Brook	230,749
West Holland	873,337
Whites Creek	6,248
General Pool - Interest Earned	26,273
Grand Total	3,975,551



March 4, 2022

VIA EMAIL

Hon. Chrystia Freeland PC MP
Ministry of Finance
90 Elgin Street
Ottawa, Ontario K1A 0G5

Dear Hon. Chrystia Freeland,

Re: Federal Support for Lake Simcoe Clean Up Fund

At its Regular Meeting of Council held on March 1, 2022, the Town of Bradford West Gwillimbury Council approved the following resolution regarding federal funding for the Lake Simcoe Cleanup Fund.

Resolution 2022-12 Scott/Ferragine

WHEREAS Lake Simcoe is one of Ontario’s largest watersheds, home to First Nations since time immemorial, and situated in the growing communities of Simcoe County, York Region, Durham Region, and the cities of Barrie and Orillia;

AND WHEREAS the watershed faces threats due to eutrophication, largely from phosphorus runoff and other contaminants into the lake and its tributaries;

AND WHEREAS the lake is a significant source of drinking water, as well as being integral for local recreation, tourism, agriculture and other key economic drivers;

AND WHEREAS the previous federal government funded a “Lake Simcoe Clean-Up Fund” of \$65 million over 10 years between 2007-2017, but that fund has not been renewed;

AND WHEREAS during the 2019 federal election, the Hon. Chrystia Freeland committed \$40 million over 5 years towards Lake Simcoe;

AND WHEREAS during the 2021 federal election, the Liberal Party of Canada committed to “Implement a strengthened Freshwater Action Plan, including an historic investment of \$1 billion over 10 years. This plan will provide essential funding to protect and restore large lakes and river systems, starting with the Great Lakes-St. Lawrence River System, Lake Simcoe...”;

AND WHEREAS the Conservative Party of Canada also committed to re-funding the Lake Simcoe Clean-Up Fund in the 2019 and 2021 general elections with an investment of \$30 million over five years;

Further to the Minister of the Environment and Climate Change's mandate letter, which directs the Minister to "...establish a Canada Water Agency and implement a strengthened Freshwater Action Plan, including a historic investment to provide funding to protect and restore large lakes and river systems, starting with the Great Lakes-St. Lawrence River System, Lake Simcoe..."

THEREFORE be it resolved that the Town of Bradford West Gwillimbury:

- 1. Supports federal funding for a Lake Simcoe Restoration Fund that represents a significant percentage of the overall Freshwater Action Plan Fund, with funding in excess of previous commitments, beginning in the 2022 budget;*

- 2. Asks that such funding be used to undertake:*
 - a. Shoreline mitigation and restoration, including in the tributaries of the Holland River, Maskinonge River and Black River, and the Holland Marsh,*
 - b. Projects to ameliorate contaminated sites in the watershed,*
 - c. Upgrades to help retrofit municipal infrastructure such as wastewater and stormwater facilities to decrease total current discharges from existing facilities,*
 - d. Planting of 250,000 trees in the watershed, and purchasing and conservation of more forests and wetlands under the auspices of the Lake Simcoe Region Conservation Authority (LSRCA), to make significant progress towards the Lake Simcoe Protection Plan goal of 40% of the watershed area being protected natural land; and*

- 3. That a copy of this resolution, along with a letter from the Mayor, be sent to the federal Minister of Finance; the Minister of the Environment and Climate Change; the President of the Treasury Board; the Members of Parliament for York—Simcoe, Newmarket—Aurora, Barrie—Springwater—Oro-Medonte, Barrie—Innisfil, Simcoe North, Haliburton—Kawartha Lakes—Brock, and Durham; and to all Lake Simcoe-region municipalities and the LSRCA, with a request for their endorsement.*

CARRIED.

Thank you for your consideration of this request.

Regards,



Tara Reynolds
Deputy Clerk, Town of Bradford West Gwillimbury
(905) 775-5366 Ext 1104
treynolds@townofbwg.com

CC: Hon. Steven Guilbeault, Minister of the Environment and Climate Change
Hon. Mona Fortier, President of the Treasury Board
Scot Davidson, MP York-Simcoe
Tony Van Bynen, MP Newmarket—Aurora
Doug Shipley, MP Barrie—Springwater—Oro-Medonte
John Brassard, MP Barrie—Innisfil
Adam Chambers, MP Simcoe North
Jamie Schmale, MP Haliburton—Kawartha Lakes—Brock
Hon. Erin O’Toole, MP Durham
Lake Simcoe Region Municipalities
LSRCA

March 4, 2022

VIA EMAIL

Hon. Chrystia Freeland PC MP
Ministry of Finance
90 Elgin Street
Ottawa, Ontario K1A 0G5

Dear Deputy Prime Minister:

I am writing to you today to make a pre-budget submission in accordance with a motion presented by my colleague Councillor Jonathan Scott and passed unanimously by our Town Council asking that the federal government fulfil bipartisan commitments towards creating a Lake Simcoe Restoration Fund in the upcoming federal budget.

The motion is enclosed for your reference.

As you know, both local Liberal and Conservative MPs ran on the promise of restoring and exceeding funding that used to exist to help protect Lake Simcoe under the auspices of the Lake Simcoe Clean-up Fund. You yourself made such a commitment of a \$40-million fund during the 2019 election in Barrie. The commitment to a billion-dollar Freshwater Action Fund, which would include funding for Lake Simcoe, is in the Hon. Steven Guilbeault's mandate letter as Minister of the Environment and Climate Change.

We ask that funding greater than previous commitments be invested to protect the Lake Simcoe watershed in this year's budget. Such funding should be over and above previous commitments given that funding for the Lake has been in hiatus since the previous fund expired in 2017, and due to inflationary pressures. As the motion outlines, such funding could be used for land conservation, shoreline restoration, cleaning up contaminated sites, reducing discharges from existing wastewater treatment plants, and other tangible means to restore the health of the watershed.

Our region, and Bradford West Gwillimbury in particular, is growing, and so we need to take environmental mitigation and restoration efforts seriously, alongside a federal partner.

I understand this motion has also passed in the Town of Georgina, and is being considered by other municipalities across our region, demonstrating, I believe, the great unity in our area for federal action to protect Lake Simcoe.

Thank you for considering this request.

Sincerely yours,

A handwritten signature in black ink that reads "Rob Keffer". The signature is written in a cursive style with a large, prominent 'R' and 'K'.

Rob Keffer
Mayor
Town of Bradford West Gwillimbury

cc. Hon. Steven Guibeault PC MP
Hon. Mona Fortier PC MP
Tony Van Bynen MP
Scot Davidson MP
Lake Simcoe Region Conservation Authority
Lake Simcoe Region Mayors and Councils

March 17, 2022

Sent via email: chrystia.freeland@fin.gc.ca

Hon. Chrystia Freeland PC MP
Ministry of Finance
90 Elgin Street
Ottawa, Ontario K1A 0G5

Dear Hon. Chrystia Freeland:

Re: Federal Support for Lake Simcoe Clean Up Fund

For your information and records, at its electronic meeting held on March 8, 2022 the Council of the Town of East Gwillimbury enacted as follows:

WHEREAS Lake Simcoe is one of Ontario's largest watersheds, home to First Nations since time immemorial, and situated in the growing communities of Simcoe County, York Region, Durham Region, and the cities of Barrie and Orillia;

WHEREAS the watershed faces threats due to eutrophication, largely from phosphorus runoff and other contaminants into the lake and its tributaries;

WHEREAS the lake is a significant source of drinking water, as well as being integral for local recreation, tourism, agriculture and other key economic drivers;

WHEREAS the previous federal government funded a "Lake Simcoe Clean-Up Fund" of \$65 million over 10 years between 2007-2017, but that fund has not been renewed;

WHEREAS during the 2019 federal election, the Hon. Chrystia Freeland committed \$40 million over 5 years towards Lake Simcoe;

WHEREAS during the 2021 federal election, the Liberal Party of Canada committed to "Implement a strengthened Freshwater Action Plan, including an historic investment of \$1 billion over 10 years. This plan will provide essential funding to protect and restore large lakes and river systems, starting with the Great Lakes-St. Lawrence River System, Lake Simcoe";

WHEREAS the Conservative Party of Canada also committed to re-funding the Lake Simcoe Clean-Up Fund in the 2019 and 2021 general elections with an investment of \$30 million over five years;

AND WHEREAS further to the Minister of the Environment and Climate Change's mandate letter, which directs the Minister to "establish a Canada Water Agency and implement a strengthened Freshwater Action Plan, including a historic investment to provide funding to protect and restore large lakes and river systems, starting with the Great Lakes-St. Lawrence River System, Lake Simcoe"

BE IT THEREFORE RESOLVED THAT the Town of East Gwillimbury supports the federal funding for a Lake Simcoe Restoration Fund that represents a significant percentage of the overall Freshwater Action Plan Fund, with funding in excess of previous commitments, beginning in the 2022 budget; and

THAT Council respectfully requests that such funding be used to undertake:

- *Shoreline mitigation and restoration, including in the tributaries of the Holland River, Maskinonge River and Black River, and the Holland Marsh,*
- *Projects to ameliorate contaminated sites in the watershed,*
- *Upgrades to help retrofit municipal infrastructure such as wastewater and stormwater facilities to decrease total current discharges from existing facilities,*
- *Planting of 250,000 trees in the watershed, the conservation of more forests and wetlands under the auspices of the Lake Simcoe Region Conservation Authority (LSRCA), to make significant progress towards the Lake Simcoe Protection Plan goal of 40% of the watershed area being protected natural land; and*

THAT a copy of this resolution, along with a letter from the Mayor, be sent to the federal Minister of Finance; the Minister of the Environment and Climate Change; the President of the Treasury Board; the Members of Parliament for York—Simcoe, Newmarket—Aurora, Barrie—Springwater—Oro-Medonte, Barrie—Innisfil, Simcoe North, Haliburton—Kawartha Lakes—Brock, and Durham; and to all Lake Simcoe-region municipalities and the LSRCA, with a request for their endorsement.

If you have any further questions, feel free to contact the undersigned.

Town of East Gwillimbury

19000 Leslie Street, Sharon, Ontario L0G 1V0 | 905-478-4282 | Fax: 905-478-2808

www.eastgwillimbury.ca

Yours truly,



Tara Lajevardi, Hon. B.A.
Municipal Clerk/Director of Legislative Services

CC: Hon. Steven Guilbeault, Minister of the Environment and Climate Change
Hon. Mona Fortier, President of the Treasury Board
Scot Davidson, MP York-Simcoe
Tony Van Bynen, MP Newmarket—Aurora
Doug Shipley, MP Barrie—Springwater—Oro-Medonte
John Brassard, MP Barrie—Innisfil
Adam Chambers, MP Simcoe North
Jamie Schmale, MP Haliburton—Kawartha Lakes—Brock
Hon. Erin O'Toole, MP Durham
Lake Simcoe Region Municipalities
Lake Simcoe Conservation Authority (LSRCA)



Office of the Mayor

T: 705-325-2447
F: 705-325-5178
✉ mayor@orillia.ca
orillia.ca
📍 50 Andrew St. S., Suite 300,
Orillia, ON L3V 7T5

March 17, 2022

The Honourable Dominic LeBlanc
Minister of Intergovernmental Affairs, Infrastructure and Communities
80 Kent Street Suite 1100
Ottawa, ON K1P 0B6

The Honourable David Piccini
Minister of Environment, Conservation and Parks
College Park 5th Floor, 777 Bay Street
Toronto, ON M7A 2J3

Sent via email to: dominic.Leblanc@parl.gc.ca and minister.mecp@ontario.ca

Dear Minister LeBlanc and Minister Piccini:

Re: Holland Marsh Phosphorus Recycling Facility

At its meeting held on March 7, 2022, Orillia City Council adopted the following resolution:

“THAT the Council of the Corporation of the City of Orillia supports the resolution dated November 16, 2021 from the Town of East Gwillimbury regarding the Holland Marsh Polder Phosphorus Recycling Facility;

AND THAT copies of a letter of support and the Town of East Gwillimbury's resolution be forwarded to the federal Minister of Infrastructure and Communities; the provincial Minister of the Environment, Conservation and Parks; Lake Simcoe Region Conservation Authority including all Members of Provincial Parliament, Members of Parliament and municipalities within the Lake Simcoe Watershed.”



Minister LeBlanc and Minister Piccini

March 17, 2022

Page 2 of 3

If you have any further questions, please contact me at mayor@orillia.ca.

Sincerely,



Steve Clarke
Mayor

SC:as

Attach.: Town of East Gwillimbury Resolution

Copy to: Lake Simcoe Region Conservation Authority
Caroline Mulroney, MPP, York-Simcoe
Doug Downey, MPP, Barrie-Springwater-Oro-Medonte
Andrea Khanjin, MPP, Barrie Innisfil
Jill Dunlop, MPP, Simcoe North
Laurie Scott, MPP, Haliburton-Kawartha Lakes-Brock
Doug Shipley, MP, Barrie-Springwater-Oro-Medonte
John Brassard, MP, Barrie Innisfil
Scot Davidson, MP, York-Simcoe
Adam Chambers, MP, Simcoe North
Jamie Schmale, MP, Haliburton-Kawartha Lakes-Brock
Lake Simcoe Watershed Municipalities:
City of Barrie
City of Kawartha Lakes
City of Orillia
County of Simcoe
Regional Municipality of Durham
Regional Municipality of York
Town of Aurora
Town of Bradford West Gwillimbury
Town of East Gwillimbury
Town of Georgina
Town of Innisfil
Town of Newmarket
Town of New Tecumseth
Town of Whitchurch-Stouffville
Township of Brock
Township of King

Minister LeBlanc and Minister Piccini

March 17, 2022

Page 3 of 3

Township of Oro-Medonte

Township of Ramara

Township of Scugog

Township of Uxbridge

November 30, 2021

The Honourable Dominic LeBlanc
Minister of Intergovernmental Affairs, Infrastructure and Communities
180 Kent Street
Suite 1100
Ottawa, Ontario
K1P 0B6

Sent via email to Dominic.LebLANC@parl.gc.ca

The Honourable David Piccini
Minister of Environment, Conservation and Parks
College Park 5th Floor, 777 Bay St.
Toronto, ON
M7A 2J3

Sent via email to david.piccini@pc.ola.org

Dear Ministers:

For your information and records, at its regular meeting held on November 16, 2021 the Council of the Town of East Gwillimbury enacted as follows:

WHEREAS the Holland Marsh Polder Phosphorus Recycling Facility is a proposed \$40-million capital project by York Region; and

WHEREAS the Facility will reduce phosphorous runoff into the Holland River and Lake Simcoe by up to 40% and thereby protect the Lake's watershed from algae growth, resulting in better protection for the region's aquatic habitats, increased ecosystem biodiversity and protection of drinking water sources; and

WHEREAS the federal government has announced funding of up to \$16 million for the Facility and York Region has identified funding of up to \$25 million as part of their broader Upper York Sewage Solutions Project; and

WHEREAS further to the June announcement and introduction of the York Region Wastewater Act by the Ontario Minister of the Environment, Conservation and Parks, which, if passed, would put on hold the Environmental Assessment application for the Upper York Sewage Solutions Project.

BE IT THEREFORE RESOLVED THAT the Town of East Gwillimbury respectfully request York Region, the Government of Canada and the Province of Ontario to work collaboratively to move the Holland Marsh Polder Phosphorous Recycling Facility forward notwithstanding the "paused" status of the broader Upper York Sewage Solutions Project, including undertaking an Environmental Assessment for the Phosphorous Reduction Facility commencing in 2021; and

THAT Council direct staff to forward a copy of this resolution to the federal Minister of Infrastructure and Communities; the provincial Minister of the Environment, Conservation and Parks; Lake Simcoe Region Conservation Authority including all MPPs, MPs and municipalities within the Lake Simcoe Watershed.

If you have any further questions, feel free to contact the undersigned.

Yours truly,



Tara Lajevardi, Hon.B.A.
Municipal Clerk

cc: Lake Simcoe Region Conservation Authority - admin@lsrca.on.ca
Caroline Mulroney, MPP, York-Simcoe caroline.mulroneyco@pc.ola.org
Doug Downey, MPP, Barrie-Springwater-Oro-Medonte doug.downey@pc.ola.org
Andrea Khanjin, MPP, Barrie Innisfil andrea.khanjin@pc.ola.org
Jill Dunlop, MPP, Simcoe North jill.dunlop@pc.ola.org
Laurie Scott, MPP, Haliburton-Kawartha Lakes-Brock laurie.scott@pc.ola.org
Doug Shipley, MP, Barrie-Springwater-Oro-Medonte Doug.Shipley@parl.gc.ca
John Brassard, MP, Barrie Innisfil, john.brassard@parl.gc.ca
Scot Davidson, MP, York-Simcoe Scot.Davidson@parl.gc.ca
Adam Chambers, MP, Simcoe North adam.chambers@parl.gc.ca
Jamie Schmale, MP, Haliburton-Kawartha Lakes-Brock jamie.schmale@parl.gc.ca
Chippewas of Georgina Island - sylvia.mccue@georginaisland.com
Chippewas of Rama First Nation - evelynb@ramafirstnation.ca
Town of Aurora - clerks@aurora.ca
City of Barrie - wendy.cooke@barrie.ca

Town of Bradford West Gwillimbury - info@townofbwg.com
Township of Brock - Fernando.lamanna@brock.ca
Regional Municipality of Durham - clerks@durham.ca
Town of Georgina - info@georgina.ca
Town of Innisfil - clerksoffice@innisfil.ca
City of Kawartha Lakes - clerks@kawarthalakes.ca
Township of King - clerks@king.ca
Town of New Tecumseth - clerk@newtecumseth.ca
Town of Newmarket - clerks@newmarket.ca
City of Orillia - clerks@orillia.ca
Township of Oro-Medonte - yaubichon@oro-medonte.ca
Township of Ramara - ramara@ramara.ca
Township of Scugog - clerks@scugog.ca
County of Simcoe - clerks@simcoe.ca
Town of Whitchurch-Stouffville - clerks@townofws.ca
Township of Uxbridge - info@uxbridge.ca
Municipality of York - regional.clerk@york.ca

Staff Report

To: Board of Directors

From: Katherine Toffan, Manager of Finance

Date: March 7, 2022

Subject

BDO Canada LLP – Audit Planning Report for the 2021 Annual Audit

Recommendation

That Staff Report No. 10-22-BOD regarding BDO Canada LLP – Audit Planning Report for the 2021 Annual Audit be received for information.

Purpose of this Staff Report:

The purpose of this Staff Report No. 10-22-BOD is to provide the Board of Directors with information on the 2021 Audit Plan, which will be conducted by BDO Canada LLP (BDO). BDO's Audit Planning Report to the Board of Directors is attached for information.

Background:

BDO Canada LLP is under contract to provide the Authority's annual audit services through the year ending December 31, 2024.

Issues:

The Audit Planning Report for the Authority provides detail to the Board of Directors on the following areas:

- BDO Audit Team for the 2021 Audit
- Audit Timeline
- Areas of Significant Risk and Planned Responses
- Preliminary Materiality Threshold set at \$407,500
- BDO Audit Strategy
- BDO's Independence Letter
- Board, Management and Auditor Responsibilities

A representative from BDO Canada LLP will be attending the April 22, 2022, Board of Directors' meeting to provide an overview of the 2021 Audit results.

Relevance to Authority Policy:

It is a requirement under S.38 (1) of the *Conservation Authorities Act* that an annual audit on all accounts and transactions be carried out “by a person licensed under the *Public Accounting Act, 2004*”.

Impact on Authority Finances:

Audit fees for the Authority’s 2021 Audit are estimated to be \$20,000, excluding disbursements, technology fees and HST. These fees are built into the Authority’s annual operating budget.

Summary and Recommendations:

It is therefore **Recommended That** Staff Report No. 10-22-BOD regarding BDO Canada LLP – Audit Planning Report for the 2021 Annual Audit 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
General Manager, Corporate and Financial
Services, CFO

Rob Baldwin
Chief Administrative Officer

Attachments:

Appendix 1 – Audit Planning Report to the Board of Directors



Lake Simcoe Region Conservation Authority

Audit planning report to the Board of Directors
for the year ended December 31, 2021



START



To the Board of Directors of Lake Simcoe Region Conservation Authority

We are pleased to provide you with this planning report to highlight and explain key issues which we believe to be relevant to the audit of Lake Simcoe Region Conservation Authority **(the “Authority”) financial statements for the year ended December 31, 2021.**

The enclosed planning report includes our approach to your audit, the significant risks we have identified and the terms of our engagement. At the year-end meeting, we will provide you with a copy of our draft audit opinion and discuss the nature, extent and results of our audit work. We will also report any significant internal control deficiencies identified during our audit and reconfirm our independence.

Our audit and therefore this report will not necessarily identify all matters that may be of interest to the Board of Directors in fulfilling its responsibilities. This report has been prepared solely for the use of the Board of Directors and should not be distributed without our prior consent. Consequently, we accept no responsibility to a third party that uses this communication.

We look forward to completing our draft audit report opinion and discussing our conclusions with you. In the meantime, please feel free to contact us if you have any questions or concerns.

Yours truly,

BDO Canada LLP





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- 1 Your dedicated BDO audit team
- 2 Audit timeline
- 3 Auditor's responsibilities
- 4 Significant risks and planned responses
- 5 Planned scope
- 6 How we audit financial statements
- 7 Our audit approach
- 8 **BDO's digital audit suite**
- 9 Recommended resources
- 10 Appendices

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Audit at a glance

LEAD PARTNER ON YOUR AUDIT	Adam Delle Cese CPA, CA
	E: adellecese@bdo.ca
	T: (289)-279-0030
START DATE	March 14, 2022
END DATE	April 22, 2022

Your dedicated BDO audit team

Adam Delle Cese, CPA, CA
Engagement Partner

T: (289)-279-0030
E: adellecese@bdo.ca

Christine Best, CPA
Engagement Manager

T: (289)-279-0377
E: ccb@bdo.ca

Valerie Mauti
Auditor-in-Charge

T: (289)-279-1407
E: vm@bdo.ca

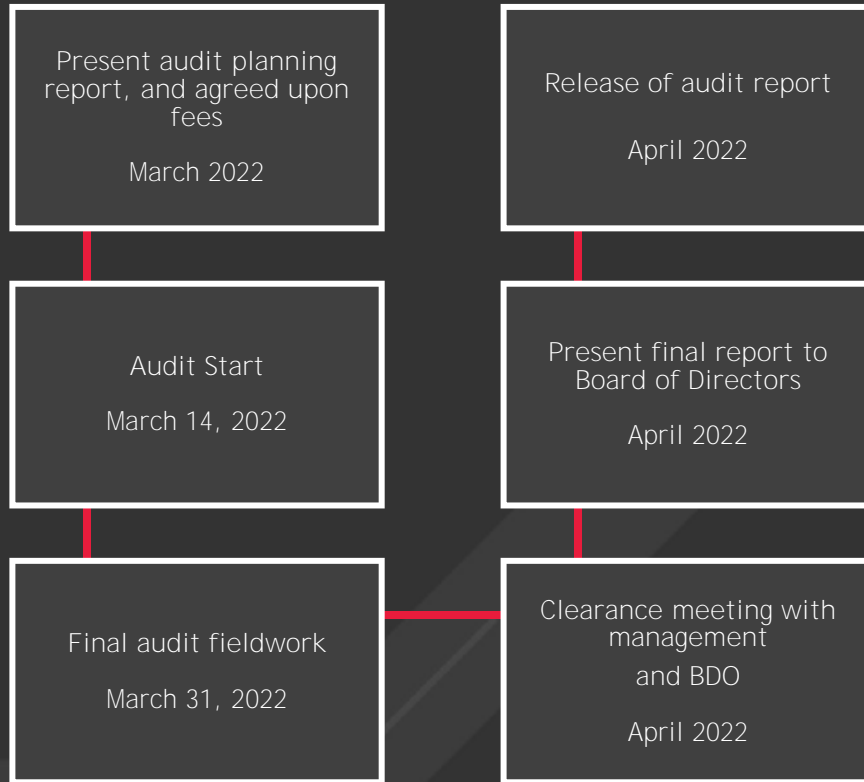
Our independence



We have complied with relevant ethical requirements and are not aware of any relationships between Lake Simcoe Region Conservation Authority and our Firm that may reasonably be thought to bear on our independence.



Audit timeline



BDO'S DIGITAL AUDIT SUITE APT Next Gen

We use our APT Next Gen software and documentation tool to save time, streamline processes, and go paperless with your audit.

[LEARN MORE](#)

DISCOVER THE
DIGITAL DIFFERENCE





Auditor's responsibilities: financial statements

We are responsible for forming and expressing an opinion on the financial statements that have been prepared by management, with oversight by those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities. The scope of our work, as confirmed in our engagement letter attached as Appendix A to this letter, is set out below:

Year-End Audit Work

- ▶ Work with management towards the timely issuance of the financial statements.
- ▶ Provide timely and constructive management letters. This will include deficiencies in internal control identified during our audit.
- ▶ Present significant findings to the Board of Directors including key audit and accounting issues, any significant deficiencies in internal control and any other significant matters arising from our work.



We are required to obtain an understanding of the system of internal control in place in order to consider the adequacy of these controls as a basis for the preparation of the financial statements, to determine whether adequate accounting records have been maintained and to assess the adequacy of these controls and records as a basis upon which to design and undertake our audit testing.

We are required to report to you in writing about any significant deficiencies in internal control that we have identified during the audit.



Auditor's responsibilities: fraud

We are responsible for planning and performing the audit to obtain reasonable assurance that the financial statements are free of material misstatements, whether caused by error or fraud, by:

- ▶ Identifying and assessing the risks of material misstatement due to fraud;
- ▶ Obtaining sufficient and appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and
- ▶ Responding appropriately to fraud or suspected fraud identified during the audit.

The likelihood of not detecting a material misstatement resulting from fraud is higher than the likelihood of not detecting a material misstatement resulting from error because fraud may involve collusion as well as sophisticated and carefully organized schemes designed to conceal it.

Behind the audit report



Learn how we audit your financial statements

[SEE OUR PROCESS](#)



Auditor's responsibilities: fraud

Throughout our planning process, we performed risk assessment procedures and related activities to obtain an understanding of the entity **and its environment, including the Authority's internal control, to obtain information for use in identifying the risks of material misstatement due to fraud** and made inquiries of management regarding:

- ▶ **Management's assessment of the risk that the financial statements may be materially misstated due to fraud, including the nature, extent and frequency of such assessments;**
- ▶ **Management's process for identifying and responding to the risks of fraud in the Authority, including any specific risks of fraud that management has identified or that have been brought to its attention, or classes of transactions, account balances, or disclosures for which a risk of fraud is likely to exist;**
- ▶ **Management's communication, if any, to those charged with governance regarding its processes for identifying and responding to the risks of fraud in Lake Simcoe Region Conservation Authority; and**
- ▶ **Management's communication, if any, to employees regarding its view on business practices and ethical behavior.**

We are not currently aware of any fraud affecting the Authority. If you are aware of any instances of actual, suspected, or alleged fraud, please let us know.



Significant risks and planned responses

We have identified the following significant risks that require special audit consideration. These risks were identified based on our knowledge of the Authority, our past experience, and input from management and the Board of Directors. Please review these significant risks and let us know your thoughts on these or any other areas of concern.

Financial statement areas	Risks noted	Audit approach
Management Override of Controls	Management is in a unique position to perpetrate fraud because of management’s ability to directly or indirectly manipulate accounting records or prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.	<p>Our planned audit procedures test the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of financial statements.</p> <p>We will also obtain an understanding of the business rationale for significant transactions that we become aware of that are outside the normal course of operations for the Authority, or that otherwise appear to be unusual given our understanding of the Authority and its environment. We will review accounting estimates for biases and evaluate whether the circumstances producing the bias, if any, represented a risk of material misstatement due to fraud.</p>
Grant Revenue Recognition	There is a risk that the timing of grant revenue recognition is incorrect based on restrictions placed on the grant funding.	<p>Grants will be substantively tested on a sample basis.</p> <p>Grant agreements will be reviewed, and revenue recognition will be analyzed based on restrictions included in the grant agreements. Expense allocation has implications on grant revenue recognition. Controls surrounding purchases approval and expense coding will be tested.</p>

[Back to contents](#)

Materiality

We determined preliminary materiality to be \$407,500, based on 3% of Expenses.

Misstatements are considered to be material if they could reasonably be expected to influence the decisions of users based on the financial statements.

Our materiality calculation is based on the Authority's preliminary results. If actual results change significantly, we will communicate those changes to the Board of Directors as part of our year-end communication.

We will communicate all corrected and uncorrected misstatements identified during our audit to the Board of Directors, other than those **which we determine to be "clearly trivial."**

We encourage management to correct any misstatements identified throughout the audit process.



How we audit financial statements: Our six-step audit process

IDENTIFY AND ASSESS RISK

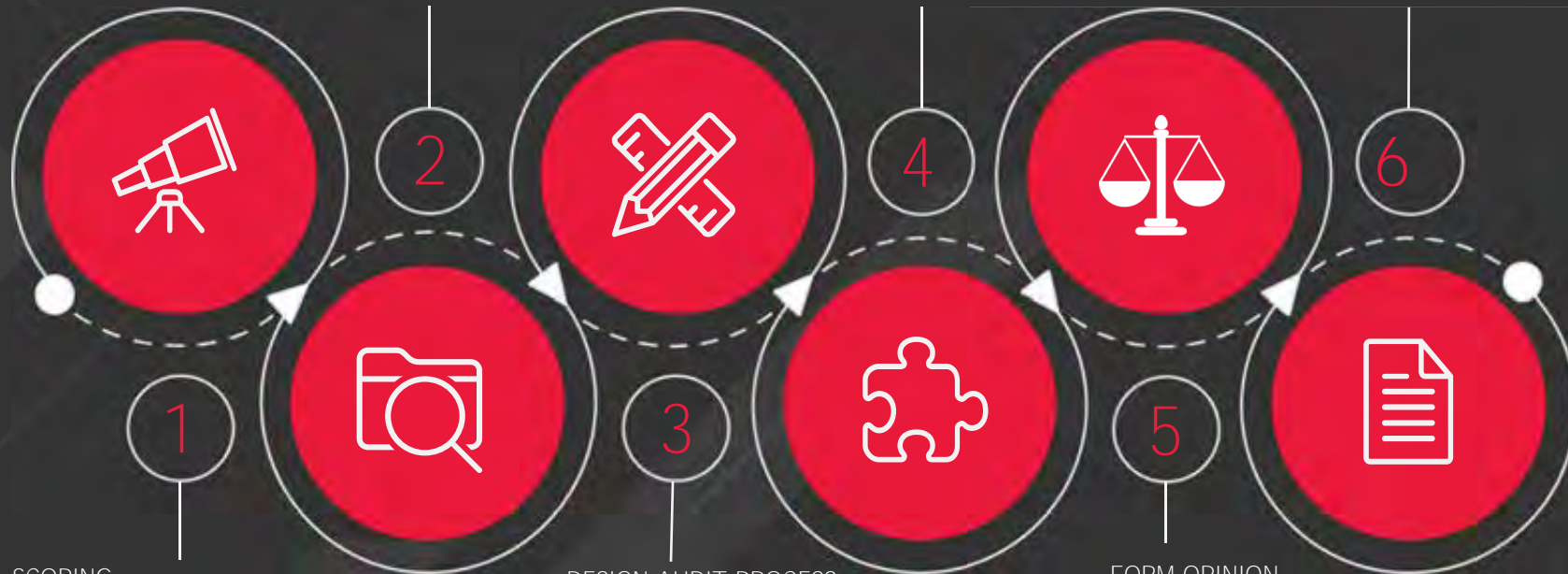
Focus on those areas of financial statements that contain potential material misstatements as a consequence of the risks you face

OBTAIN AUDIT EVIDENCE

Perform audit procedures while maintaining appropriate degree of professional skepticism, to conclude whether or not the financial statements are presented fairly

REPORT

Communicate our opinion and details of matters on which we are required to report



SCOPING

Complete a preliminary review to plan the audit, determine the materiality level, and define the audit scope

DESIGN AUDIT PROCESS

Design an appropriate audit strategy to obtain sufficient assurance and enable us to report on the financial statements

FORM OPINION

Evaluate whether we have enough evidence to conclude that the financial statements are free from material misstatement, and consider the effect of any potential misstatements found

New Standard for Audit Quality



ISQM 1

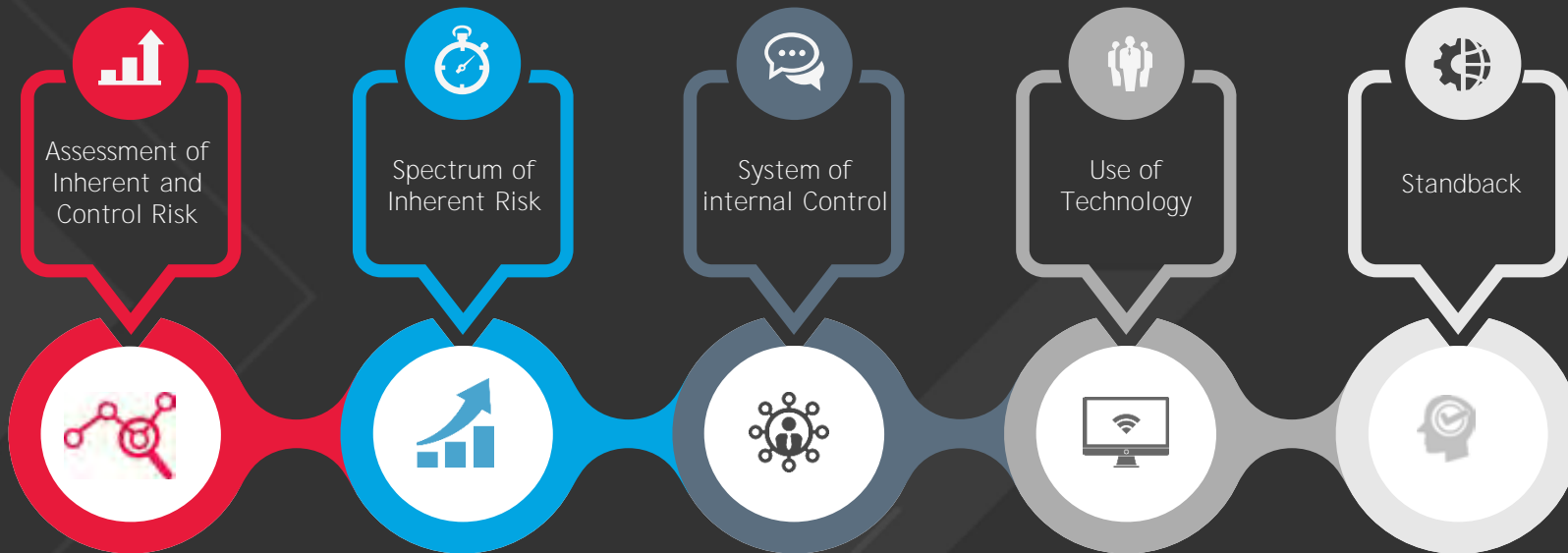
The quality of an audit depends not only on the people conducting it—but also on the systems underpinning it. These new rules up the ante for your audit quality.

[SEE THE STANDARD](#)



Coming soon: updates to our audit process

Canadian Auditing Standard 315, *Identifying and Assessing the Risks of Material Misstatement*, was significantly revised with a greater focus on more robust Risk Identification, Assessment and Response procedures. The standard will be effective for periods beginning on or December 15, 2021. The updates described below will impact mainly Steps 1 through 3, of our current six step audit process. Key enhancements include:



Inherent risks (risk of material misstatement without consideration of control) and Control risks (risk of control not preventing or detecting material misstatement)

Conclude based on the assessment of likelihood and magnitude of misstatement, considering how inherent risk factors impact the degree to which inherent risk varies

Clarifying requirements on indirect and direct controls in the system of internal control and the need for evaluation of design and implementation of controls

Deeper dive in the use of Technology (IT environment and IT general controls) and related risks

More explicit Standback requirement for evaluation of completeness and appropriateness of risk assessment process



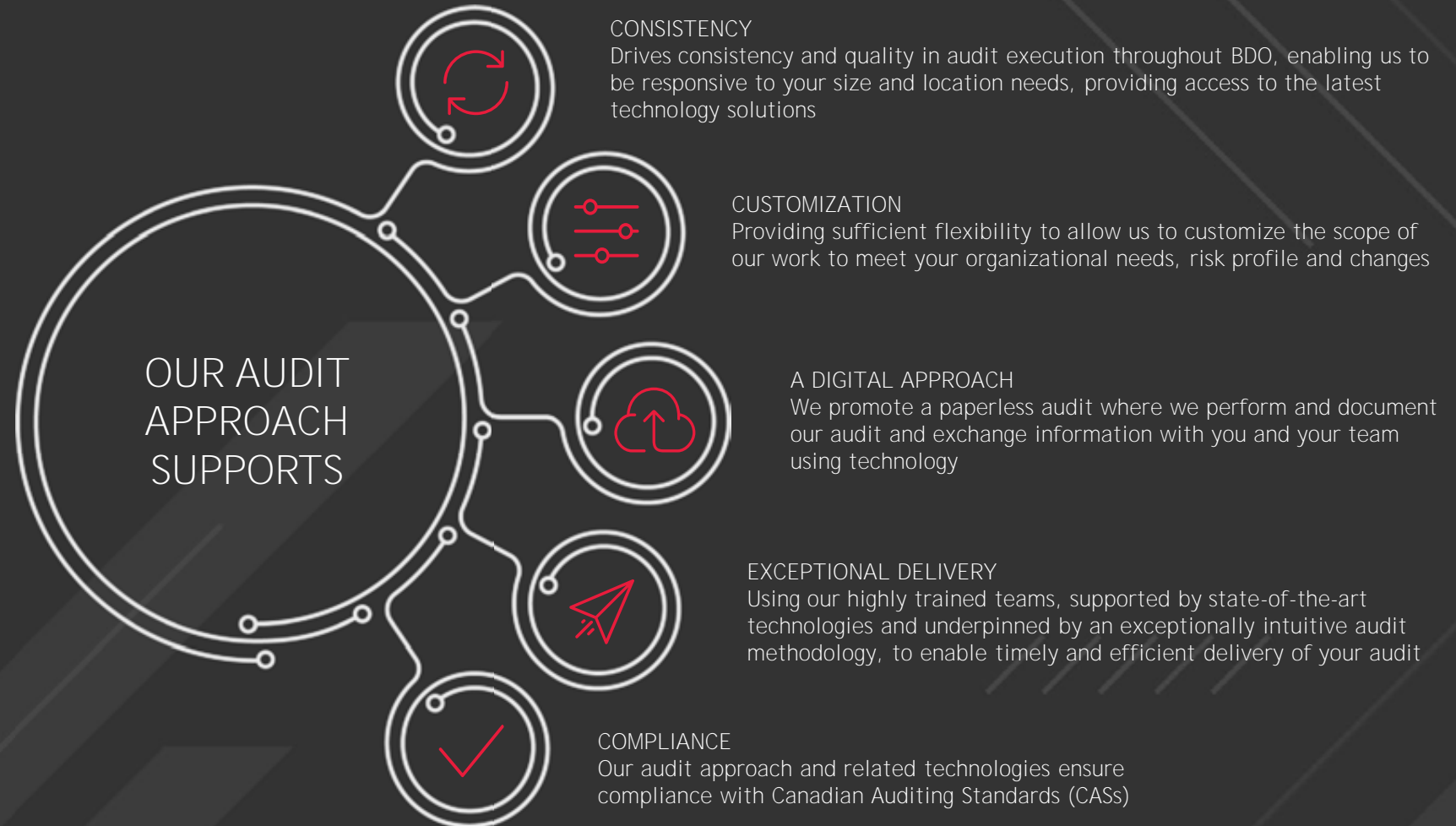
Our audit approach: Responsiveness in action

The cornerstone of each audit engagement is how we deliver our services.

Our firm is deliberately structured to allow one partner to every six staff members. This means easy access to senior staff and the lead partner throughout your audit, as well as a quick turnaround on any questions. It also helps our team gain a better understanding of your organization.

Our audit process differs from the typical audit in our use of in-field reviews, subject to COVID-19 safety protocols. The benefit of these in-field reviews is that final decision-makers are on site ensuring issues are resolved and files closed quickly.

We offer clients the full-service expertise of a national firm. Even more: As part of the global BDO network, we provide seamless and consistent cross-border services to clients with global needs. Yet we maintain a local community focus. The comprehensive range of services we deliver is complemented by a deep industry knowledge gained from nearly 100 years of working within local communities.



BDO's digital audit suite

Our digital audit suite of technologies enables our engagement teams to conduct consistent risk-based audits, both domestically and internationally, with maximum efficiency and minimal disruption to our clients' operations and people.



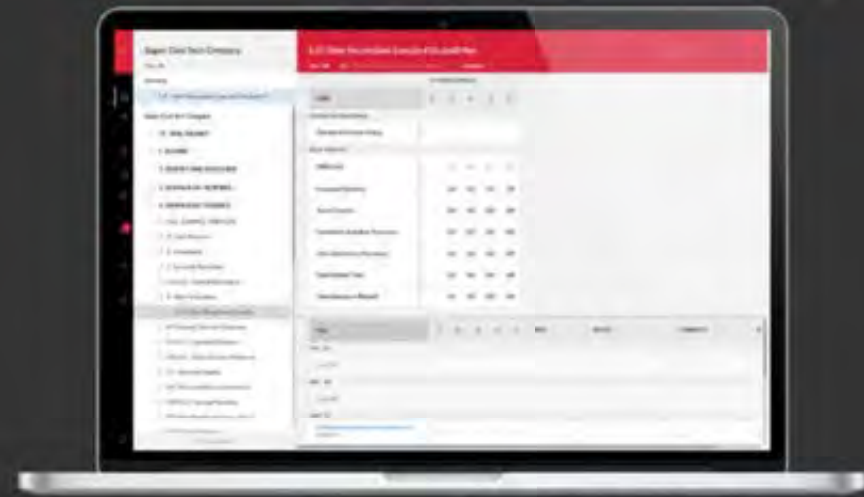
APT Next Gen

Our audit software and documentation tool, APT, is an integral part of our audit methodology. Our professionals engage APT to devise and perform appropriate, risk-based audit procedures and testing based on applicable Canadian Auditing Standards (CASs), as well as to factor in engagement and industry-specific objectives and circumstances.

APT enables us to deliver an audit that fits your organization—whether large or small; complex or basic.

This sophisticated tool also amplifies two key attributes of our audits: consistency and quality. The quality framework that we developed measures our audit performance with hard quality indicators and reflects our indispensable culture for quality. To see our audit quality and consistency in action, look no further than how our teams share best audit practices for continuous improvement.

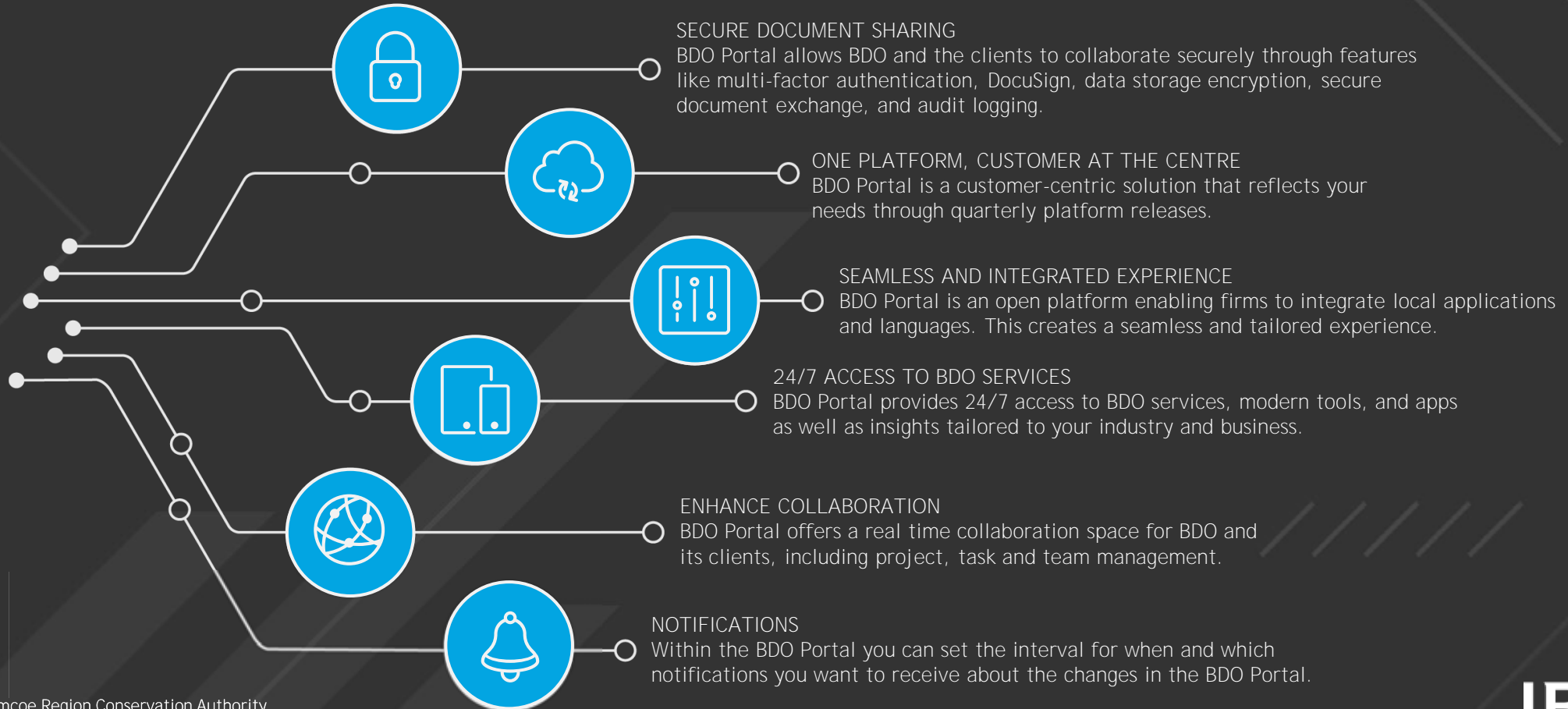
Through a strategic alliance with Microsoft and the introduction of new technology, this global, cloud-based application can now streamline and focus the audit process in even more ways for BDO professionals and their clients.





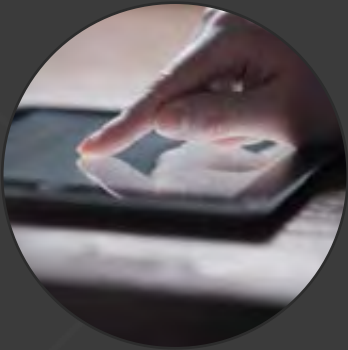
BDO Portal

BDO Portal transforms and enhances your digital experience with your BDO advisors. Available at any time, Portal enables you to access all services, tools, apps, and information and to collaborate with your advisors in a seamless way through a flexible, appealing, and secure environment.



Recommended resources

Key changes to financial reporting



When the rules of reporting change, you may need to fine-tune how to present financial statements and govern the organization.

[ACCESS OUR KNOWLEDGE CENTRE](#)

The latest tax pointers



Corporate. Commodity. Transfer pricing. International tax. Government programs. Together they add up to immense differences on the **organization's bottom line**. Our tax collection keeps you current.

[STAY ON TOP OF TAXES](#)

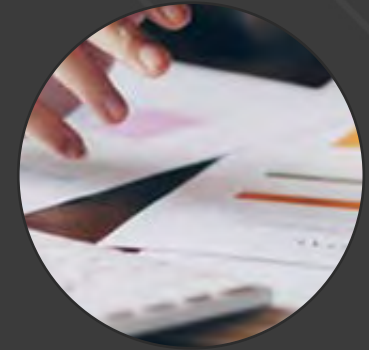
BDO Canada Sustainability Practice



Whether you're building a recovery plan, scanning new opportunities for growth, or revisiting your response—**you'll find** something to help you in our library of 100-plus webinars, articles, infographics, and videos.

[LEARN MORE](#)

People & Change



Your success depends on your ability to prepare, engage, and manage your employees. We can help your organization over-achieve in critical talent-centric areas, allowing your HR team to focus their limited time on the core competencies of the business.

[READ ARTICLE](#)

Spotlight on Sustainability

Transformative world events—an international health crisis, social movements, shareholder and investor values, global supply chains, energy transition, smart cities, and sustainable finance—are transforming Canadian business.

Standards and regulations are rapidly changing to reflect the goals of all of your stakeholders. Organizations, investors, and customers are embracing environmental, social, and governance (ESG) considerations as important measures of success. Non-financial and financial information is becoming more interconnected.

How climate change became a business issue worth reporting



[READ ARTICLE](#)

Why manufacturers should be reviewing their ESG strategy now



[READ ARTICLE](#)

What executives need to do to align ESG with strategy



[READ ARTICLE](#)

5 reasons why businesses should care about ESG



[READ ARTICLE](#)

How does COVID-19 impact the environment?



[READ ARTICLE](#)

BDO Global Sustainability Resource Hub



[EXPLORE NOW](#)

ESG, and the business case for dealing with climate change



[READ ARTICLE](#)

Appendices

- ▶ Appendix A: Engagement Letter
- ▶ Appendix B: Independence Letter



Appendix A: Engagement Letter



Tel: 905-898-1221
Fax: 905-898-0028
Toll-free: 1-888-275-8836
www.bdo.ca

BDO Canada LLP
The Gates of York Plaza
17310 Yonge Street, Unit 11
Newmarket, Ontario
L3Y 7R9

September 25, 2020

Lake Simcoe Region Conservation Authority
Attention: Ms. Toffan, CPA, CMA
120 Bayview Parkway, Box 282
Newmarket Ontario
L3Y 4X1

Dear Sirs/Mesdames:

We understand that you wish for us to continue as the auditors of Lake Simcoe Region Conservation Authority for its fiscal year ended December 31, 2020 and subsequent years.

We are pleased to continue as your auditors subject to the terms and conditions of this Agreement, to which the attached Standard Terms and Conditions form an integral part. The definitions set out in the Standard Terms and Conditions are applicable throughout this Agreement. This Agreement will remain in place and fully effective for future years until varied or replaced by another relevant written agreement.

Adam Delle Cese, CPA, CA will be the Engagement Partner for the audit work we perform for you. The Engagement Partner will call upon other individuals with specialized knowledge to assist in the performance of services.

Our Role as Auditors

We will conduct our audit(s) in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements prepared in accordance with Canadian public sector accounting standards are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. Our audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by you, as well as evaluating the overall financial statement presentation.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements, whether by fraud or error, may not be detected, even though the audit is properly planned and performed in accordance with Canadian generally accepted auditing standards.

In making our risk assessments, we consider internal control relevant to your preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of your internal controls. However, we will communicate to you concerning any significant deficiencies in internal controls relevant to the audit of the financial statements that we have identified during the audit.

We will also communicate matters required by professional standards, to the extent that such matters come to our attention, to you, those charged with governance and/or the board of directors.



Reporting

Our audit will be conducted on the basis that the financial statements have been prepared in accordance with Canadian public sector accounting standards.

Our independent auditor's report will be substantially in the form set out in Canadian Auditing Standard (CAS) 700. The form and content of our report may need to be amended in the light of our audit findings. If we are unable to issue or decline to issue an audit report, we will discuss the reasons with you and seek to resolve any differences of view that may exist.

Role of Management and Those Charged with Governance

You acknowledge and understand that you have responsibility for:

- (a) the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards. The audit of the financial statements does not relieve you of your responsibilities;
- (b) such internal controls as you determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; and
- (c) providing us with:
 - access, in a timely manner, to all information of which you are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
 - additional information that we may request for the purpose of the audit;
 - unrestricted access to persons within the entity from whom we determine it is necessary to obtain audit evidence;
 - financial and non-financial information (other information) that will be included in document(s) containing financial statements and our audit report thereon prior to the date of our auditor's report. If it is not possible to provide all the other information prior to the date of our auditor's report, you are responsible for provision of such other information as soon as practicable; and
 - written confirmation concerning representations made to us in connection with the audit. If appropriate and adequate written representations are not provided to us, professional standards require that we disclaim an audit opinion.

Financial Statement Services

We will obtain your approval, if during the course of our engagement we:

- (a) prepare or change a journal entry; or
- (b) prepare or change an account code or a classification for a transaction.

These services create a threat to our independence. We, therefore, require that the following safeguards be put into place:

- (a) that you create the source data for all accounting entries;



- (b) that you develop any underlying assumptions for the accounting treatment and measurement of entries; and
- (c) that you review and approve the draft financial statements, including the notes to the financial statements.

Tax Services

Our audit is conducted primarily to enable us to express an opinion on the financial statements. The audit process is not designed to provide us with a full understanding of your tax situation and in particular, to allow us to determine whether the entity has specific tax compliance issues. We understand that you are not looking to BDO to provide you with any guidance or advice in regard to tax planning or compliance.

Additional Services

We are available to provide a wide range of services beyond those outlined in this Agreement. To the extent that any additional services that we provide to you that are not provided under a separate written engagement agreement, the provisions of this Agreement will apply to the services.

Fee Estimation

The estimated fee for this engagement is as follows:

Audit services: \$18,000

For each future year we will issue a Summary of Services providing details of our Services and fees.

We will notify you on a timely basis if there are any circumstances we encounter which could significantly affect our initial estimate of professional fees. Our fees will be invoiced and payable as follows:

- **\$5,550** interim payment;
- **\$12,950** within 10 days after issuance of our final invoice along with any additional required final payments.

We reserve the right to suspend our Services if any of our invoices become delinquent. Fees that are not paid within 30 days of an invoice or by a specified payment deadline will be considered delinquent.

Additional information relating to our fees is provided in the Standard Terms and Conditions.

Standard Terms and Conditions

A copy of our Standard Terms and Conditions is attached as Appendix 1. You should ensure that you read and understand them. The Standard Terms and Conditions include clauses that limit our professional liability.

Please sign and return the attached copy of this Agreement to indicate your agreement with it. If you have any questions concerning this Agreement, please contact us before signing it.



It is a pleasure for us to be of service and we look forward to many future years of association with you.

Yours truly,

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Agreement of all the terms and conditions in this Agreement is hereby acknowledged by:

GM, Corporate & Financial Services

Signature

Position

Mark Critch

November 13, 2020

Name (please print)

Date



Appendix 1 - Standard Terms and Conditions

1. Overview and Interpretation

1.1 This Agreement sets forth the entire agreement between the parties in relation to Services and it supersedes all prior agreements, negotiations or understandings, whether oral or written, with respect to Services. To the extent that any of the provisions of the accompanying letter conflict with these Standard Terms and Conditions, these Standard Terms and Conditions shall prevail. This Agreement may not be changed, modified or waived in whole or part except by an instrument in writing signed by both parties.

1.2 In this Agreement, the following words and expressions have the meanings set out below:

This Agreement - these Standard Terms and Conditions, the letter to which they are attached, and any supporting schedules or other appendices to the letter, and any Summary of Services letters issued in future years.

Services - the services provided or to be provided under this Agreement

We, us, our, BDO - refer to BDO Canada LLP, a Canadian limited liability partnership organized under the laws of the Province of Ontario

You, your - the party or parties contracting with BDO under this Agreement, including the party's or parties' management and those charged with corporate governance. You and your does not include BDO, its affiliates or BDO Member Firms

BDO Member Firm or Firms - any firm or firms that form part of the international network of independent firms that are members of BDO International Limited

Confidential Information - information that contains identifying features that can be attributed to you or individual personnel

2. BDO Network and Sole Recourse

2.1 BDO is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international network of independent member firms (i.e. BDO Member Firms), each of which is a separate legal entity.

2.2 We may use other BDO Member Firms or subcontractors to provide Services; however, we remain solely responsible for Services. You agree not to bring any claim or action against another BDO Member Firm (or their partners, members, directors, employees or subcontractors) or our subcontractors in respect of any liability relating to the provision of Services.

2.3 You agree that any of our affiliates, subcontractors, and other BDO Member Firms and any subcontractors thereof whom we directly or indirectly involve in providing Services have the right to rely on and enforce Section 2.2 above as if they were a party to this Agreement.

3. Respective Responsibilities

3.1 We will use reasonable efforts to complete, within any agreed-upon time frame, the performance of Services.



3.2 You shall be responsible for your personnel's compliance with your obligations under this Agreement. We will not be responsible for any delays or other consequences arising from you not fulfilling your obligations.

4. Working Papers and Deliverables

4.1 **Ownership** - Any documents prepared by us, or for us, in connection with Services belong solely to us.

4.2 **Oral advice and draft deliverables** - You should not rely upon any draft deliverables or oral advice provided by us. Should you wish to rely upon something we have said to you, please let us know and, if possible, we will provide the information that you require in writing.

4.3 **Translated documents** - If you engage us to translate any documents, advice, opinions, reports or other work product of BDO from one language to another, you are responsible for the accuracy of the translation work.

4.4 **Reliance by Third Parties** - Our Services will not be planned or conducted in contemplation of or for the purpose of reliance by any party other than you and any party to whom the assurance report is addressed. Items of possible interest to a third party will not be addressed and matters may exist that would be assessed differently by a third party, possibly in connection with a specific transaction.

4.5 **Consent to use the Report** - Nothing in this Agreement shall be construed as consent to the use of our report in connection with a continuous disclosure document, a public or private offering document, an annual report or any other document and we expressly do not provide such consent. If you request consent for the use of our report, we will consider, at the relevant time, providing consent and any conditions that we may attach to such consent. Our consent must be in writing.

4.6 **Consent requests** - In order to provide consent, professional standards require that we read the other information in the related document and consider whether such information is materially inconsistent with the related financial statements. Any consent request must be made on a sufficiently timely basis to allow us to consider your identification and resolution of events occurring in the period since the date of our report, and to obtain updated written representation letters. Such procedures will be performed at your cost and will be documented in a separate engagement letter.

5. Confidentiality

5.1 We agree to use Confidential Information provided by you only in relation to the Services in connection with which the information is provided and we will not disclose the information, except where required by law, regulation or professional obligation. We may however, give Confidential Information to other BDO Member Firms or other subcontractors assisting us in providing Services. Any party to whom we subcontract work will be required to keep Confidential Information confidential either by professional obligation or contract with us. Any BDO Member Firms or other subcontractors we use will be bound by the same confidentiality obligations.

5.2 BDO shall be entitled to include a description of the work we render to or for you in marketing and research materials and disclose such information to third parties, provided that all such information will be made anonymous and not associated with you. Additionally, we may analyze information on an industry or sector basis for internal



purposes or to provide industry/sector wide information to our clients or potential clients. You consent to our using information obtained from you in this way provided that the outputs therefrom will not contain any identifying features that can be attributed to you.

6. Independence

6.1 Professional and certain regulatory standards require us to be independent, in both fact and appearance, with respect to our clients in the performance of our Services. We will communicate to you any relationships between BDO (including its related entities) and you that, in our professional judgment, may reasonably be thought to bear on our independence.

7. Offers of Employment

7.1 Any discussions that you, or any party acting on your behalf, have with professional personnel of our Firm regarding employment could pose a threat to our independence. Your recruitment of an engagement team member from the current or prior year's engagement may compromise our independence and our ability to render agreed Services to you. Engagement team members may include current and former partners and staff of BDO, other BDO Member Firms and other firms who work under our direction. Therefore, you agree to inform us prior to any such discussions so that you and we can implement appropriate safeguards to maintain our independence.

8. Professional and Regulatory Oversight

8.1 As required by legal, regulatory, or professional authorities (both in Canada and abroad) and by BDO policy, our client files must periodically be reviewed by practice inspectors to ensure that we are adhering to professional and BDO standards. It is understood that by entering into this Agreement, you provide your consent to us providing our files relating to your engagement to the practice inspectors for the sole purpose of their inspection.

8.2 Certain regulatory bodies may also have the right to conduct investigations of you, including the Services provided by us. To the extent practicable and permitted by law, we will advise you of any such investigation request or order prior to providing our working papers.

8.3 You agree to reimburse us for our time and expenses, including reasonable legal fees, incurred in responding to any investigation that is requested or authorized by you or investigations of you undertaken under government regulation or authority, court order or other legal process.

9. Privacy and Consents

9.1 You agree we will have access to all personal information in your custody that we require to complete our engagement. We may collect, use, transfer, store, or process such information disclosed by you of a personal nature (personal information). Our Services are provided on the understanding that:

- (a) you have obtained any consents for collection, use and disclosure to us of personal information required under all applicable privacy legislation; and
- (b) we will hold all personal information in compliance with our Privacy Statement.



10. Electronic Communications

- 10.1 Both parties recognize and accept the security risks associated with email communications, including but not limited to the lack of security, unreliability of delivery and possible loss of confidentiality and privilege. Unless you request in writing that we do not communicate by internet email, you assume all responsibility and liability in respect of risk associated with its use.
- 10.2 By signing this agreement, you provide BDO with express consent to communicate with you and your employees, as applicable, electronically, including sending BDO newsletters, publications, announcements, invitations and other news and alerts that may be of interest to you. You and your employees may withdraw such consent at any time by contacting BDO at www.bdo.ca/unsubscribe.

11. Limitation of Liability

- 11.1 In any dispute, action, claim, demand for losses or damages arising out of the Services performed by BDO pursuant to this Agreement, BDO shall only be liable for its proportionate share of the total liability based on degree of fault as determined by a court of competent jurisdiction or by an independent arbitrator as a result of the dispute resolution procedures, notwithstanding the provisions of any statute or rule of common law which create, or purport to create, joint and several liability.
- 11.2 Our liability shall be restricted to damages of a direct and compensatory nature and shall not include indirect, consequential, aggravated or punitive damages, or damages for loss of profits or expected tax savings, whether or not the likelihood of such loss or damage was contemplated.
- 11.3 You agree that BDO shall in no event be liable to you for any actions, damages, claims, liabilities, costs, expenses, or losses in any way arising out of or relating to the Services performed hereunder for an aggregate amount of more than the higher of:
- (a) three times the fees paid by you to BDO in the twelve months preceding the incident giving rise to the claim; and
 - (b) \$25,000.
- 11.4 No exclusion or limitation on the liability of other responsible persons imposed or agreed at any time shall affect any assessment of our proportionate liability hereunder, nor shall settlement of or difficulty enforcing any claim, or the death, dissolution or insolvency of any such other responsible persons or their ceasing to be liable for the loss or damage or any portion thereof, affect any such assessment.
- 11.5 You agree claims or actions relating to the delivery of Services shall be brought against us alone, and not against any individual. Where our individuals are described as partners, they are acting as one of our members.

12. Indemnity

- 12.1 To the fullest extent permitted by applicable law and professional regulations, you agree to indemnify and hold harmless BDO from and against all losses, costs (including solicitors' fees), damages, expenses, claims, demands or liabilities arising out of or in consequence of:



- (a) a misrepresentation by a member of your management or board of directors, regardless of whether such person was acting in your interest;
- (b) the Services performed by BDO pursuant to this Agreement, unless, and to the extent that, such losses, costs, damages and expenses are found by a court of competent jurisdiction to have been due to the gross negligence of BDO. In the event that the matter is settled out of court, we will mutually agree on the extent of the indemnification to be provided by you, failing which, the matter may be referred to dispute resolution in accordance with the terms of this Agreement.

13. Alternative Dispute Resolution

- 13.1 Both parties agree that they will first attempt to settle any dispute arising out of or relating to this Agreement or the Services provided hereunder through good faith negotiations.
- 13.2 In the event that the parties are unable to settle or resolve their dispute through negotiation, such dispute shall be subject to mediation pursuant to the National Mediation rules of the ADR Institute of Canada Inc. All disputes remaining unsettled for more than 60 days following the parties first meeting with a mediator or such longer period as the parties mutually agree upon shall be subject to arbitration pursuant to the National Arbitration Rules of the ADR Institute of Canada Inc. Such arbitration shall be final, conclusive and binding upon the parties, and the parties shall have no right of appeal or judicial review of the decision. The parties hereby waive any such right of appeal which may otherwise be provided for in any provincial arbitration statute made applicable under the National Arbitration Rules.

14. Limitation Period

- 14.1 You shall make any claim relating to Services or otherwise under this Agreement no later than one year after you became aware or ought reasonably to have become aware of the facts giving rise to any such claim.
- 14.2 You shall in no event make any claim relating to the Services or otherwise under this Agreement later than two years after the completion of the Services under this Agreement.
- 14.3 To the extent permitted by law, the parties to this Agreement agree that the limitation periods established in this Agreement replace any limitation periods under any limitations act and/or any other applicable legislation and any limitation periods under any limitations act and/or any other applicable legislation shall not alter the limitation periods specified in this Agreement.

15. Québec Personnel

- 15.1 We may sometimes have individual partners and employees performing Services within the Province of Québec who are members of the Ordre des comptables professionnels agréés du Québec. Any such members performing professional services hereunder assumes full personal civil liability arising from the practice of their profession, regardless of their status within our partnership. They may not invoke the liability of our partnership as grounds for excluding or limiting their own liability. The provisions in Sections 11 (Limitation of Liability) and 14 (Limitation Period) shall therefore not apply to limit the personal civil liability of partners and employees who are members of the Ordre des comptables professionnels agréés du Québec.



16. Termination

- 16.1 This Agreement applies to Services whenever performed (including before the date of this Agreement).
- 16.2 You or we may terminate this Agreement at any time upon written notice of such termination to the other party. We will not be liable for any loss, cost or expense arising from such termination. You agree to pay us for all Services performed up to the date of termination, including Services performed, work-in-progress and expenses incurred by us up to and including the effective date of the termination of this Agreement.

17. Fees and Billings

- 17.1 Our estimated fee is based on an assumed level of quality of your accounting records, the agreed upon level of preparation and assistance from your personnel and adherence to the agreed-upon timetable. Our estimated fee also assumes that your financial statements are in accordance with the applicable financial reporting framework and that there are no significant new or changed accounting policies or issues or internal control or other reporting issues. We will inform you on a timely basis if these factors are not in place.
- 17.2 Should our assumptions with respect to the quality of your accounting records be incorrect or should the conditions of the records, degree of cooperation, results of audit procedures, or other matters beyond our reasonable control require additional commitments by us beyond those upon which our estimated fees are based, we may adjust our fees and planned completion dates.
- 17.3 Our professional fees will be based on our billing rates which depend on the means by which and by whom our Services are provided. We also will bill you for our out-of-pocket expenses, our administrative charge (described below), and applicable Goods and Services Sales Tax, Harmonized Sales Tax, Quebec Sales Tax and Provincial Sales Tax.
- 17.4 Our administrative charge is calculated as a percentage of our professional fee and represents an allocation of estimated costs associated with our technology infrastructure, telephone charges, photocopying and some support staff time costs.
- 17.5 Our accounts are due when rendered and invoiced amounts are deemed to be earned when paid. BDO may suspend the performance of Services in the event that you fail to pay an invoice when it is due. Interest may be charged at the rate of 12% per annum on all accounts outstanding for more than 30 days.

18. Governing Laws

- 18.1 The terms of our engagement shall remain operative until amended, terminated, or superseded in writing. They shall be interpreted according to the laws of the province or territory in which BDO's principal Canadian office performing the engagement is located, without regard to such province/territory's rules on conflicts of law.

19. Entire Agreement and Survival

- 19.1 This Agreement sets forth the entire agreement between the parties with respect to the subject matter herein, superseding all prior agreements, negotiations or understandings, whether oral or written, with respect to such subject matter. It is understood that this Agreement will not be superseded by any contract with us for other specific services that



are not of the same scope as the Services contemplated in this Agreement, unless the other contract explicitly references this Agreement and an intent to supersede it.

- 19.2 The provisions of this Agreement that give either of us rights or obligations beyond its termination shall continue indefinitely following the termination of this Agreement. Any clause that is meant to continue to apply after termination of this Agreement will do so.

20. Force Majeure

- 20.1 We will not be liable for any delays or failures in performance or breach of contract due to events or circumstances beyond our reasonable control, including acts of God, war, acts by governments and regulators, acts of terrorism, accident, fire, flood or storm or civil disturbance.

21. Assignment

- 21.1 No party may assign, transfer or delegate any of the rights or obligations hereunder without the written consent of the other party or parties. BDO may engage independent contractors and BDO Member Firms to assist us in performing the Services in this Agreement without your consent.

22. Severability

- 22.1 If a court or regulator with proper jurisdiction determines that a provision of this Agreement is invalid, then the provision will be interpreted in a way that is valid under applicable law or regulation. If any provision is invalid, the rest of this Agreement will remain effective.

Version: 201909

Appendix B: Independence Letter



February 28, 2022

Members of the Board of Directors
Lake Simcoe Region Conservation Authority

Dear Members of the Board of Directors:

We have been engaged to audit the financial statements of Lake Simcoe Region Conservation Authority (the "Authority") for the year ended December 31, 2021.

Canadian generally accepted auditing standards require that we communicate at least annually with you regarding all relationships between the Authority and our Firm that, in our professional judgment, may reasonably be thought to bear on our independence.

In determining which relationships to report, the standards require us to consider independence rules and interpretations of the CPA profession and relevant legislation.

We have prepared the following comments to facilitate our discussion with you regarding independence matters arising since May 5, 2021, the date of our last letter.

We are aware of the following relationships between the Authority and us that, in our professional judgment, may reasonably be thought to have influenced our independence. The following relationships represent matters that have occurred from May 5, 2021 to February 28, 2022.

- We have provided assistance in the preparation of the financial statements, including adjusting journal entries and/or bookkeeping services. These services created a self-review threat to our independence since we subsequently expressed an opinion on whether the financial statements presented fairly, in all material respects, the financial position, results of operations and cash flows in accordance with Public Sector Accounting Standards.
- We, therefore, required that the following safeguards be put in place related to the above:
 - Management provided us with a trial balance and draft financial statements, including notes, prior to completion of our audit.
 - Management created the source data for all the accounting entries.
 - Management developed any underlying assumptions required with respect to the accounting treatment and measurement of the entries.
 - Management reviewed advice and comments provided and undertook their own analysis considering the Authority's circumstances and generally accepted accounting principles.
 - Management reviewed and approved all journal entries prepared by us, as well as changes to financial statement presentation and disclosure.
 - Someone other than the preparer reviewed the proposed journal entries and financial statements.



This letter is intended solely for the use of the Board of Directors, management and those charged with governance of the Authority and should not be used for any other purpose.

Yours truly,

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Staff Report

To: Board of Directors

From: Kristen Yemm, Director, Corporate Communications & Engagement

Date: March 15, 2022

Subject

Corporate Communications Strategy

Recommendation

That Staff Report No. 11-22-BOD regarding an overview of the Corporate Communications Strategy be received for information.

Purpose of this Staff Report:

The purpose of the Staff Report No. 11-22-BOD is to provide the Board of Directors with a high-level overview of the recently completed Corporate Communications Strategy.

Background:

The Authority's 2016-2020 Strategic Plan identified the development of a Communications Strategy as a priority action under Goal Three: Create a more connected and engaged watershed community through education and engagement.

While the project began in 2018, due to financial constraints, re-prioritized projects and the pandemic, completion of the strategy was delayed until 2021.

Contracted in 2018, Letter M Marketing, the external consultant retained to complete the project, delivered on the first phase of the project: a Communications Audit, in the fall of 2019.

The Audit formulated the research and discovery portion of the overall project and included the following methodologies:

- An in-depth review and analysis of existing communications policies, guidelines, and published print and digital materials,
- 17 one-on-one staff interviews,
- A media analysis,
- Interviews with communicators in other conservation authorities,
- A focus group with municipal communicators, and
- An online public survey.

The Audit highlighted that the Authority's Communications department had already been actively undertaking many positive and results-oriented activities to educate and engage watershed residents and related audiences. The Audit also included recommendations for new

activities, many of which the Communications team were able to implement throughout the course of 2019, to current day.

Throughout 2021, members of the Communications team worked with Letter M Marketing and completed the final strategy document in December. In the end, the project delay worked favourably, allowing an opportunity to align the Communications Strategy with Transformation 2022-2024, the Authority's new strategic plan.

The detailed Communications Strategy defines a vision and goals and will ensure the delivery of communications to engage and inform audiences through a balance of traditional and online methods, with a focus on fiscal responsibility. The Strategy also includes a detailed three-year implementation calendar for 2022-2024.

Considered a living document, the Communications Strategy provides tactics and associated implementation, with a recommendation to complete an annual, high-level review to ensure alignment with the Authority's Strategic Plan, and to coincide with annual departmental communications planning. This review will also confirm that communication efforts continue to reflect evolving priorities, emerging communications tools, tactics, and best practices, and meet the diverse needs of the watershed's growing and changing population.

The Strategy

The Communications Strategy is designed to provide a framework for the Communications Department to support the Authority in delivering outstanding communications to target audiences and to help further the organization's mission - to collaborate to protect and restore the watershed with innovative research, policy, and action.

The following information outlines the Communications Department's vision, key corporate messages, high-level goals, current challenges/situation, and recommended actions, as articulated in the Strategy:

Vision:

To be a strategic partner that offers leadership and guidance to the Authority's staff and departments, as a sufficiently resourced and hierarchically structured department that encourages stakeholder engagement and collaboration and uses the most effective, cost-efficient communications tactics to communicate conservation area programs and services promptly, in support of business objectives.

Key Messaging:

The following key messages support the Directions and Objectives in Transformation 2022-2024 and will form the central theme in content and tactical development of communications. These are external statements that we want our target audiences to hear, understand and remember:

- We protect, restore, and enhance the Lake Simcoe watershed for the benefit of future generations.
- We protect the health and safety of our watershed communities through stewardship of rural, urban, and agricultural lands.
- We lead action that protects the environment and supports federal and provincial policy.
- We are a place where both traditional methods and innovative scientific/technological approaches thrive.
- We collaborate with our communities and partners and welcome the open exchange of new ideas.

Goals:**Goal 1: Structured communications are embraced by Conservation Authority leaders and staff****Objective:** Positive impression, and increased support of communications.

A positive impression of the Authority ensures it's known to be competent, credible, and trustworthy. Audiences are more willing to engage and support it, and furthering its mission is achieved.

What's Needed: Greater recognition and support from staff on how communications support the Authority's vision, and the Communications Department's central role as a unique, stand-alone corporate department of skilled and trained communications professionals.

Goal 2: Strong awareness and understanding of Conservation Authority programs, policies, and services by core audiences

Objective: Communications staff are adept and proficient in strengthening comprehension and adoption of the Authority's policies, services and programs. Through realistic and thorough planning, Communications ensures that issues are minimized, and staff stay ahead of them.

What's Needed: Continued development of strong processes and clear expectations to ensure shared responsibility. Structured planning deliverables that support at-a-glance insights and Communications' own planning and staffing needs.

Goal 3: Increased engagement and interest by target audiences in decision-making

Objective: Eliminate engagement overlap, audience fatigue. Formalized outreach and engagement efforts will help to guide Communications, as well as department staff, in ensuring their efforts are supportive of overall strategic goals.

What's Needed: A set structure to support goal-oriented, strategic engagement with defined methods and tactics.

Goal 4: Target audiences are informed, engaged and responsive

Objective: Communications make a connection and leave an impression. Core audiences need to be interested in and willing to engage on the Authority communications for them to be successful. This can be done by using language that resonates with them, images that are familiar or engaging and topics that are of interest to them.

What's Needed: Continue to increase the use of visual/video content to balance communications with 40% copy/60% visual; ensure clear, simple and minimal copy.

Goal 5: Communications drive a strong brand reputation

Objective: Brand meets expectations and elicits a favourable response. Grow an engaging, welcoming brand evocative of an organization of excellence that encourages appreciation of the environment.

What's Needed: A brand refresh which shows that the Authority continues to deliver on its environmental mission and shows its connection to the communities and stakeholders it supports. A modern and relevant brand leads to increased trust, more positive receipt of information amongst key audiences and an increased desire by audiences to engage.

Goal 6: Greater reach of communications amongst external and niche audiences

Objective: Communications is a shared responsibility. Many of the Authority's communications are to those who know of/have engaged with them before; a core need is connecting with those who have less knowledge of the organization. Reliance on Department staff to support messaging and engagement with hard-to-reach audience segments is critical to support successful communications. In addition, with the growth of 24/7 communications, there is need to deliver near-continuous information and monitoring.

What's Needed: The current staffing and resourcing of the Communications Department will not allow it to increase its tactical servicing or to further develop fulsome strategic planning. Increased communications expectations require more resourcing for Communications and focused, but limited, strategic support from Departments.

Relevance to Authority Policy:

Communications and Engagement activities support the Authority's mission to collaborate to protect and restore the Lake Simcoe watershed with innovative research, policy, and action. Specifically, strong, effective communications and engagement tactics support strategic and planned business outcomes.

Impact on Authority Finances:

The Communications Strategy outlines a prioritized and scalable implementation calendar which also shows the potential level of investment required for associated tactics.

In some cases, recommended tactics can be accommodated within the Communications Department's annual base budget, as they are dependent on staff time and can be delivered by the existing staff complement. In other cases, there are tactics that may require financial investment and therefore may be included in future budgets. We anticipate that any tactics requiring investment over and above the Communications annual base budget will be accommodated internally.

It should also be noted that some recommended tactics rely on an increase in service delivery by the Communications Department. These tactics may be re-prioritized until a time when capacity can accommodate. In 2022, tactical implementation will be accommodated within the Department's current budget and no additional resources are required.

Summary and Recommendations:

Overall, the Communications Department is already undertaking many positive and results-oriented activities to educate and engage its watershed partners, residents, and related audiences. They've integrated several of the initial recommendations of the Communications Audit (2019) and are already realizing positive gains including:

- Focused, strategic efforts being directed by new Director-level position,
- Fulsome, organization-wide integration of micro-plans in yearly departmental planning,
- Greater understanding and adoption by Department leads, and their staff, in smart and strategic communications led on the recommendations of Communications,
- Increased use of visuals (i.e., website, videos) that lead evocative, memorable, and appealing communications, and
- A commitment to more friendly and informal copy that reduces "science-speak" and is more accessible by a greater majority of audiences.

It's important to note that it has been challenging during a two-year pandemic to maintain communications, address additional emergency measures and pivot to delivering information in new and ever-changing ways. Less face-to-face, in-person interaction with others and a significant reliance on virtual platforms for engagement has presented unique opportunities and obstacles. And while social and digital media are sure to remain important for the foreseeable future, they will not replace face-to-face interactions.

What is needed to further galvanize communication efforts is a focused Strategy supported by top-down staff leadership (Chief Administrative Officer, Department Directors, Managers), focused on an engaging communications approach and dedicated, skilled staffing and resources. This can be achieved by focusing on the six core goals and associated objectives:

- Structured communications are embraced by Authority leaders and staff
- There is strong awareness and understanding of Authority programs, policies and services, as well as its achievements and successes

- Engagement and interest by stakeholders in decision-making is increased
- Communications are more likely to be read and acted upon
- Communications support a strong brand reputation
- Greater awareness amongst external and niche audiences

Overall, the focus of this Strategy is on establishing a culture of communications within the organization; delivering relevant, fulsome, and impactful information; and engaging and collaborating with municipalities, residents, and stakeholders as frequently as possible.

An important consideration is to concentrate on refreshing and incorporating existing processes and tactics that work, rather than sourcing and introducing new technology, tasks, and deliverables.

The challenges to the successful implementation of a Strategy are real and numerous – they include resources, organizational motivation/understanding, integrated communications across Departments, centralizing messages and themes, reaching and engaging more frequently with audiences, using both traditional and less conventional communication methods and measuring communication effectiveness.

This Strategy sets out clear and targeted goals and actions for addressing and overcoming difficulties in ensuring the Authority is strong, steady and future ready. It is therefore **Recommended That** Staff Report No. 11-22-BOD regarding an overview of the Corporate Communications Strategy be received for information.

Pre-Submission Review:

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

Signed by:

Signed by:

Kristen Yemm,
Director, Corporate Communications &
Engagement

Rob Baldwin
Chief Administrative Office

Staff Report

To: Board of Directors

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

Date: March 15, 2022

Subject

Request from the Ukrainian National Federation of Canada

Recommendation

That Staff Report No. 12-22-BOD regarding the Ukrainian National Federation of Canada's donation request letter of February 26, 2022 be received; and

Further that staff's recommendation to not support the request for donation of ecological offsetting funds to the Canada Ukraine Foundation's Humanitarian Appeal be approved on the basis that the Authority's Ecological Offsetting Policy provides clear and transparent direction with respect to the use of funds collected under this policy.

Purpose of this Staff Report:

The purpose of this Staff Report No. 12-22-BOD is to inform the Board of Directors concerning the Ukrainian National Federation of Canada's request to donate all, or part, of an ecological offsetting compensation fee (paid by the Federation) to the Canada Ukraine Foundation's Humanitarian Appeal.

Background:

The Ukrainian National Federation of Canada has submitted applications under the *Planning Act* to the Township of Oro-Medonte for Official Plan Amendment and Zoning By-law Amendment for their lands located at 16 Taras Boulevard in the Hawkstone Rural Settlement Area. The purpose and effect of the proposed amendments to the Township's Official Plan and Comprehensive Zoning By-law (97-95) is to facilitate the expansion of an existing 54 site seasonal trailer campground by adding 56 additional trailer sites and upgrading/expanding the septic system.

The drawing below outlines the proposed development, which would result in the loss of 1.17 hectares of woodland and 0.03 hectares of the associated vegetation protection zone. The proponent has demonstrated through technical submissions under the *Planning Act* that the removal of the woodland area and associated vegetation protection zone can be supported subject to the application of the Authority's Ecological Offsetting Policy.



Per the Authority’s policy, the proponent has the option to offset for the loss of the natural heritage feature by replacing the feature themselves at an area ratio of 2:1 for the woodland loss and 1:1 for the vegetation protection zone loss, or to pay cash in lieu, whereby the Authority’s restoration team will be required to implement an offsetting project. The Federation opted for the cash-in-lieu option which resulted in a payment to the Authority of \$166,650.35 (Breakdown per the policy - \$118,530.81 for feature creation cost + \$7,480.80 for Ecosystem Service Value + \$18,901.74 for land securement cost + \$21,737.00 for administration cost).

In recognition of the current military action in the Ukraine, the Federation has reached out to the Authority to request that all, or part, of the ecological offsetting/compensation fee be donated to the Canada Ukraine Foundation’s Humanitarian Appeal (request letter attached).

Issues:

The following issues have been identified:

1. The Authority’s policy provides very clear direction that any funds collected through the cash-in-lieu compensation option are to be directed toward the creation, protection and/or restoration of natural heritage features in the watershed to ensure that a net ecological gain

is achieved. If any of the collected funds are donated to other causes, the Authority will not have the resources available to ensure that i) the feature being removed as part of the proposed development is replaced, and ii) that a net ecological gain can be achieved, ultimately resulting in a deterioration of feature cover in the watershed over time.

2. The Authority's policy does not provide staff with the ability to utilize offsetting / compensation funds for other purposes.
3. If the Authority were to donate any of the ecological offsetting funds, this would set a precedent which undoubtedly would result in similar requests being made by proponents in the future. This is not only challenging as the Board approved policy does not contemplate variables in use of the cash in lieu funds, but it would also raise questions in the future as to what criteria would be used to determine which causes would qualify for the re-allocation of the funds.
4. Humanitarian efforts do not fall within the Authority's mandate. Over the past few years, there have been media stories suggesting that conservation authorities extend their reach beyond natural hazards and watershed management. Considering this, Authority staff work diligently to "stay in our lane" and it is important that we continue to do so. Further, in consideration of the current review of the *Conservation Authorities Act* by the Ministry of the Environment, Conservation and Parks, it is imperative that the Authority continues to operate solely within its mandate.
5. The Authority's offsetting policies are implemented by Planning staff. The Planning program operates on a cost recovery basis. In 2021 a comprehensive fee review was completed, and staff time required for each task was closely studied and formed the basis of the updated plan review and permit fees. The staff time required to review requests such as this one, which fall outside the limits of the Authority's offsetting policies, is difficult to anticipate at this time. Reviewing these types of requests would require staff time to determine appropriate amounts to donate in each case, which could result in the Authority facing criticism if there is no consistency from one request to another. Staff time would also be required to provide recommendations to the Board, as well as to prepare annual reporting relating to the philanthropic use of the offsetting fees.
6. If the Authority decides to donate all, or part, of offsetting funds for humanitarian causes from ecological funds, it can be anticipated that the Authority will see similar requests in future for the use of phosphorus offsetting and groundwater recharge offsetting funds. Without the full collection of funds, the Authority will not be able to meet the goals and objectives of each of these offsetting programs.
7. If the Authority wishes to donate to charitable efforts, a reporting mechanism will need to be established to ensure full transparency to the Board of Directors as well as the public.

8. If the Authority decides to donate any offsetting funds to humanitarian efforts, it can be expected that this will cause concern of the auditors from an authority, policy and transparency standpoint, and it will be challenging for staff to address the auditors' concerns in a timely manner.

Relevance to Authority Policy:

Section 3.3.3 of the Authority's Ecological Offsetting Policy states that any funds collected through the cash-in-lieu compensation option will be directed toward the creation, protection and/or restoration of natural heritage features in the watershed to ensure that a net ecological gain is achieved.

Impact on Authority Finances:

The re-allocation of funds collected through the ecological offsetting program to other causes will negatively impact the ability of the Restoration team to implement projects required to offset for the loss of natural heritage features through development applications. The goals of the Ecological Offsetting Policy will not be able to be achieved.

Summary and Recommendations:

While staff appreciate that this is a tremendous cause, the policy which enabled the collection of the subject funds provides clear direction with respect to the use of those funds. It is therefore **Recommended That** Staff Report No. 12-22-BOD regarding the Ukrainian National Federation of Canada's donation request letter of February 26, 2022 be received; and **Further that** staff's recommendation to not support the request for donation of ecological offsetting funds to the Canada Ukraine Foundation's Humanitarian Appeal be approved on the basis that the Authority's Ecological Offsetting Policy provides clear and transparent direction with respect to the use of funds collected under this policy.

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:

Copy of Ukrainian National Federation of Canada Letter to the Authority (26 February 2022)



26 February 2022

Lake Simcoe Region Conservation Authority
120 Bayview Parkway,
Newmarket, Ontario
L3Y 3W3
Attention: Chair Wayne Emmerson
Submitted by Email

Request From Ukrainian National Federation of Canada – Toronto Branch

Dear Mr. Emmerson,

I am writing to you on behalf of the Ukrainian National Federation of Canada (Toronto Branch). As you may be aware, our organization owns and operates a Children's Camp & Recreation Area in the village of Hawkestone, in the township of Oro-Medonte. Our organization is currently in the process of expanding and improving our property to better serve our community, and we have recently completed an application process with the authority to allow for tree clearing as part of our septic system replacement. To this end we have made the necessary compensation payment of just over \$160,000.00 to the authority earlier this week

As I am sure you are also aware, this week Russia continued and expanded its 8 year war against Ukraine with major incursions and attacks on civilian targets, as well as the capture of the Chernobyl nuclear power plant among other infrastructure. The humanitarian and environmental impact of this war will continue to scar Ukraine for decades to come. With this in mind, we are writing to you and your board to request that you consider taking all or a portion of our \$160,000.00 compensation fee and donating it to the Canada Ukraine Foundation's Humanitarian Appeal. We understand these fees are used to offset the ecological impact of development and to support the authority's funding of local projects. But we also understand that the war in Ukraine has a global humanitarian and environmental impact, and we urge the LSRCA to please consider making this donation on behalf of all citizens living in the areas covered by the LSRCA. The CUF Humanitarian Fund has been established to provide humanitarian assistance/relief in the areas of Assistance to displaced persons, Medical care, Emergency shelter and Food security. It has been supported by, among others, the Provinces of Alberta, Ontario, Manitoba and Saskatchewan as well as thousands of personal and private donations. Details of this fund are available on the CUF Website: <https://www.cufoundation.ca/cuf-ucc-ukraine-humanitarian-relief/>

While this request may be unique, we now live in a unique world. Our organization's funding comes only from running programs and our members in the community, we are not a commercial entity, and we work hard to maintain our organization and contribute to Canada as proud Ukrainian-Canadians. We would very much



appreciate your consideration of our request and we would be very happy to discuss our proposal with you in greater detail.

If you wish to discuss, please feel free to contact me at your convenience. I have included my contact details for your reference.

Slawko Borys
Treasurer
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C.C.
Mayor Harry Hughes, Township of Oro-Medonte
Councillor Randy Greenlaw, Township of Oro-Medonte & LSRCA Board Member
Mr. Adam Pecio – President Ukrainian National Federation of Canada – Toronto Branch
Mr. Rob Baldwin – Chief Administrative Officer LSCRA