



Board of Directors
Meeting No. BOD-09-23
Friday, November 24, 2023
9:00 a.m.

Agenda

Meeting Location:

120 Bayview Parkway, Newmarket
Minutes and agendas are available at www.LSRCA.on.ca

Upcoming Events

Board of Directors' Meeting

Friday, December 15, 2023
120 Bayview Parkway, Newmarket

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 November 24, 2023 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 draft minutes of the Board of Directors' Meeting, No. BOD-08-23, held on Friday, September 29, 2023.

Recommended: That the minutes of the Board of Directors' Meeting, No. BOD-08-23, held on Friday, September 29, 2023 be approved as circulated.

V. Announcements

VI. Presentations

a) Third Quarter 2023 Financial Report and Year-End Forecast

Pages 13 - 23

General Manager, Corporate and Financial Services/CFO, Mark Critch, will provide an overview of the Third Quarter 2023 Financial Report and Year-End Forecast. This presentation will be provided at the meeting and will be available on the Conservation Authority's website following the meeting.

Recommended: That the presentation by General Manager, Corporate and Financial Services/CFO, Mark Critch, regarding the Third Quarter 2023 Financial Report and Year-End Forecast be received for information.

Staff Report No. 55-23-BOD regarding the Third Quarter 2023 Financial Report and Year-End Forecast is included in the agenda.

Recommended: That Staff Report No. 55-23-BOD regarding the Conservation Authority's Third Quarter 2023 Financial Report and Year-End Forecast be received for information.

b) Chloride in the Lake Simcoe Watershed

Pages 24 - 27

Manager, Environmental Science and Monitoring, David Lembcke, together with Manager, Watershed Plans and Strategies, Bill Thompson, will provide an overview of the impacts of chloride on Lake Simcoe and its tributaries. This presentation will be provided at the meeting and will be available on the Conservation Authority's website following the meeting.

Recommended: That the presentation by Manager, Environmental Science and Monitoring, David Lembcke, and Manager, Watershed Plans and Strategies, Bill Thompson, regarding the impacts of chloride on Lake Simcoe and its tributaries be received for information.

Staff Report No. 56-23-BOD regarding the impacts of chloride on Lake Simcoe and its tributaries is included in the agenda.

Recommended: That Staff Report No. 56-23-BOD regarding Chloride in the Lake Simcoe watershed be received for information.

c) Flood Management Programs

Pages 28 - 30

Director, Engineering, Kenneth Cheney, will provide an overview of the Conservation Authority's Flood Management Programs. This presentation will be provided at the meeting and will be available on the Conservation Authority's website following the meeting.

Recommended: That the presentation by Director, Engineering, Kenneth Cheney, regarding an overview of the Conservation Authority's Flood Management Programs be received for information.

Staff Report No. 57-23-BOD regarding the Conservation Authority's Flood Management Programs is included in the agenda.

Recommended: That Staff Report No. 57-23-BOD regarding Conservation Authority's Flood Management Programs 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 Page 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 a confidential land matter.

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

Further that the Chief Administrative Officer, members of the Executive Leadership Team, the Director, Lands, and the Land Securement Officer remain in the meeting for the discussion.

The Board will rise from Closed Session and report findings.

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

a) Confidential Land Matter

Confidential Staff Report No. 61-23-BOD will be sent to Board members prior to the meeting.

Recommended: That Confidential Staff Report No. 61-23-BOD regarding a confidential land matter be received; and

Further that the recommendations contained within the report be approved.

XIII. Other Business

Next Meeting

The next scheduled meeting is Friday, December 15, 2023. This meeting will be held in person at the Conservation Authority's Newmarket offices located at 120 Bayview Parkway, Newmarket.

XIV. Adjournment

Agenda Items

1. Correspondence

Page 31

- a) October 20, 2023 Ministry of Natural Resources and Forestry Letter regarding the Minister's exception under the *Conservation Authorities Act* related to Chair and Vice Chair appointments.

Recommended: That Correspondence item a) be received for information.

2. Development Services Fees Update

Pages 32 - 42

Recommended: That Staff Report No. 58-23-BOD regarding the Lake Simcoe Region Conservation Authority Development Services Fees Update be received; and

Further that a 2% increase to the current Fees as recommended for cost-of-living increase, approved as part of the budget process and supported by the Watson & Associates report, be approved, effective January 1, 2024.

3. Laser Elevation Data Purchase

Pages 43 - 47

Recommended: That Staff Report No. 59-23-BOD regarding the purchase of laser elevation data for the Lake Simcoe Watershed be received; and

Further that staff's recommendation to award the contract to Toronto and Region Conservation Authority as a collective purchase be approved for a purchase over \$100K.

4. Cyber Security Program Updates

Pages 48 - 53

Recommended: That Staff Report No. 60-23-BOD regarding the Conservation Authority's cyber security program updates be received for information.

Lake Simcoe Region Conservation Authority

Board of Directors' Meeting

Board of Directors' Meeting No. BOD-08-23

Friday, September 29, 2023

120 Bayview Parkway, Newmarket

Meeting Minutes

Board Members Present

Regional Chairman W. Emmerson (Chair), Councillor P. Ferragine (Vice Chair), Councillor A. Courser, Councillor F. Drodge, Regional Councillor B. Garrod, Mayor R. Greenlaw, Councillor S. Harrison-McIntyre, Councillor D. Le Roy, Mayor I. Lovatt, Councillor C. Pettingill, Mayor M. Quirk, Councillor C. Riepma, Councillor M. Thompson, Deputy Mayor and Regional Councillor T. Vegh

Board Members Absent

Councillor S. Bell, Councillor A. Eek, Mayor V. Hackson, Councillor E. Yeo

Staff Present

R. Baldwin, T. Barnett, K. Biddie, K. Cheney, C. Connell, M. Critch, P. Davies, D. Goodyear, N. Hamley, K. Kennedy, D. Lembcke, G. MacMillan, G. Peat, T. Stanford, C. Taylor, K. Turriff

I. Land Acknowledgement

Chair Emmerson acknowledged the Lake Simcoe watershed as traditional Indigenous territory and thanked all generations of Indigenous peoples for their enduring and unwavering care for this land and water. Chair Emmerson also acknowledged National Day for Truth and Reconciliation, a day to recognize the painful truths of our nation's history and the enduring strength of Indigenous communities, and he encouraged meeting attendees to take part in one of the many planned community events.

II. Declarations of Pecuniary Interest or Conflict of Interest

None noted for the meeting.

III. Approval of Agenda

Moved by: C. Riepma

Seconded by: C. Pettingill

BOD-124-23 **Resolved That** the content of the Agenda for the September 29, 2023 meeting of the Board of Directors be approved as circulated. **Carried**

IV. Adoption of Minutes

a) Board of Directors' Meeting

Moved by: M. Quirk

Seconded by: S. Harrison-McIntyre

BOD-125-23 **Resolved That** the minutes of the Board of Directors' Meeting, No. BOD-07-23, held on Friday, July 28, 2023 be approved as circulated. **Carried**

V. Announcements

- a) Chair Emmerson and Board members welcomed City of Barrie Councillor Amy Courser, who has been appointed in place of Councillor Bryn Hamilton, who has stepped down.
- b) CAO Rob Baldwin noted that the recent Provincial cabinet shuffle included the move of the Minister David Piccini from Environment, Conservation and Parks to Labour, Immigration, Training and Skills Development, as well as Barrie-Innisfil MPP Andrea Khanjin becoming Minister of Environment, Conservation and Parks.
- c) Lake Simcoe Conservation Foundation Executive Director, Cheryl Taylor, was pleased to report amounts raised through recent events include approximately \$200K at the Annual Conservation Dinner and \$53K at the Annual Golf Tournament.
- d) Director, Conservation Lands, Philip Davies, shared photos of new conservation area entrance signs; namely, Whitchurch Conservation Area, Thornton Bales Conservation Area, and Scanlon Creek Conservation Area, and noted that updating of maps and wayfinding signage will take place in the near future.

VI. Presentations

a) Education Program Overview

Manager, Education, Nicole Hamley, provided an overview of the Education Program, noting that with a goal to engage learners of all ages, interests and abilities through programmed learning experiences that raise awareness, impart knowledge, create understanding and inspire action that leads to real and lasting change, the Conservation Authority's Education team delivers programming at Scanlon Creek Conservation Area, in schoolyards and greenspaces, as well as through live and interactive virtual sessions and online activities and resources. She reviewed the many achievements for 2022, including reopening the Nature Centre to field trips after a two-year hiatus due to Covid, engaging over 14,000 students through school programming, engaging over 2,600 children, youth and adults through various community programs, as well as an online platform with over 1,200 members.

Faced with significant challenges including the cancellation of all programming during Covid, impacts to school bookings resulting from unionized job action, and delays in advancing the final design and construction of the new Nature Centre, staff have continued to deliver programs in a building that is no longer adequate for its needs. Robust safety plans and innovative and adaptive programming have the Education team well positioned to respond to any program impacts that may arise in the 2023/24 school year. The Education team is excited to see the development of the new Nature Centre moving closer to becoming a reality.

To view this presentation, please click this link: [Education Program Overview](#)

Moved by: B. Garrod

Seconded by: M. Thompson

BOD-126-23 **Resolved That** the presentation by Manager, Education, Nicole Hamley, regarding the Conservation Authority's Education Program be received for information. **Carried**

Included in the agenda was Staff Report No.50-23-BOD regarding the Conservation Authority's Education Program.

Moved by: B. Garrod

Seconded by: M. Thompson

BOD-127-23 **Resolved That** Staff Report No. 50-23-BOD regarding an overview of the Conservation Authority's Education Program be received for information. **Carried**

b) Lake Simcoe Water Levels

Manager, Environmental Science and Monitoring, David Lembcke, provided an overview of the Lake Simcoe water levels, noting the Lake Simcoe watershed is within the greater watershed of Lake Huron, which drains to Lake Erie and then Lake Ontario, and ultimately through the St. Lawrence seaway. With the completion of the Trent Severn Waterway many years ago, Lake Simcoe is hydraulically connected to Lake Huron and Lake Ontario. He explained that connection to the Trent Severn Waterway means that the water level of Lake Simcoe is managed by Parks Canada. Their two key operational priorities for Lake Simcoe are spring water level management and summer drawdown. During the spring, the goal is to reduce flooding while storing as much water as possible for summer use, making this a delicate balance of retaining water in Lake Simcoe and Couchiching without overfilling, the difficulty of which is compounded by inputs from the uncontrolled north Black River. Through summer, water levels are slowly drawn down utilizing as little water as possible from storage lakes striving to maintain navigable depths in the Trent Severn Waterway while maintaining sufficient flows to ensure water quality.

High lake water levels can increase the risk of damage due to shoreline flooding and flooding of low-lying agricultural lands such as the Holland Marsh. Therefore, as part of the flood warning program the Conservation Authority communicates regularly with Trent Severn Waterway staff during periods of high lake levels to ensure appropriate messaging is conveyed to watershed residents. Climate change is affecting the amounts and timing of inputs and outputs of water to the lake. This increasing variability may necessitate updating the established rule curve by Parks Canada.

The Conservation Authority receives many public inquiries and complaints regarding the management of water levels in Lake Simcoe; however, as described management of lake level resides with the Parks Canada through the Trent Severn Waterway and their operational objectives. In response to frequently asked questions the Conservation Authority receives, staff developed a fact sheet that can be found through the following link:

<https://www.lsrca.on.ca/Pages/Lake-Simcoe-Water-Levels.aspx>

Please click this link to view the presentation: [Lake Simcoe Water Levels](#)

Moved by: P. Ferragine

Seconded by: I. Lovatt

BOD-128-23 **Resolved That** the presentation by Manager, Environmental Science and Monitoring, David Lembcke, regarding an overview of the Lake Simcoe water levels including roles and responsibilities be received for information. **Carried**

Included in the agenda was Staff Report No. 51-23-BOD regarding the Lake Simcoe Water Levels.

Moved by: P. Ferragine

Seconded by: I. Lovatt

BOD-129-23 **Resolved That** the Staff Report No. 51-23-BOD regarding the Lake Simcoe Water Levels be received for information. **Carried**

VII. Hearings

There were no Hearings at this meeting.

VIII. Deputations

There were no Deputations at this meeting.

IX. Determination of Items Requiring Separate Discussion

Items No. 2 and 3 were identified under items requiring separate discussion.

X. Adoption of Items not Requiring Separate Discussion

Items No. 1 and 4 were identified under items not requiring separate discussion.

Moved by: R. Greenlaw

Seconded by: A. Courser

BOD-130-23 **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-131-23 **Resolved That** Correspondence Item a) be received for information. **Carried**

4. 2024 Operating and Capital Expenses Apportionment Procedures

BOD-132-23 **Resolved That** Staff Report No. 54-23-BOD regarding Operating and Capital Expenses Apportionment Procedures be received; and

Further That the apportionment methodology for Category 1 operating and capital expenses apportionment outlined within this report be approved. **Carried**

XI. Consideration of Items Requiring Separate Discussion

Items No. 2 and 3 were identified under items requiring separate discussion.

2. *Conservation Authorities Act Transition – Quarterly Report No. 6 for September 2023*

CAO Baldwin advised that in keeping with submissions of other conservation authorities for an extension to complete cost apportioning agreements with participating municipalities, staff would like to make one change to the quarterly report requesting an extension to March 2024 instead of February 2024, as currently stated in the report. Accordingly, an amended resolution was adopted.

Moved by: F. Drodge

Seconded by: T. Vegh

BOD-133-23 **Resolved That** Staff Report No. 52-23-BOD regarding the Conservation Authority Transition Quarterly Progress Report No. 6 be received; and

Further that the September 2023 Conservation Authority Transition Quarterly Progress Report No. 6 be approved for submission to the Ministry of Natural Resources and

Forestry with one change to Item 4 on Page 1 of the report that an extension be sought through to the end of March 2024 instead of February 2024. **Carried**

3. Lake Simcoe Conservation Preserve - Update on 2022 Tax Relief Request

Land Securement Officer, Kevin Kennedy, provided an update on the 2022 tax relief request, noting that the Conservation Authority has now been advised by Tribunals Ontario that the Assessment Act requires that any property with a residential or farm portion must file a Request for Reconsideration with MPAC prior to filing a formal appeal with the Assessment Review Board. The Assessment Act also specifies that the Assessment Review Board may only extend the filing deadline for a Request for Reconsideration during the taxation year. Tribunals Ontario also advised there are no additional avenues for appeal with the Assessment Review Board in respect to the 2022 taxation year for these properties.

Moved by: M. Quirk

Seconded by: C. Riepma

BOD-134-23 **Resolved That** Staff Report No. 53-23-BOD regarding the status of the Lake Simcoe Conservation Preserve 2022 property tax appeal be received; and

Further That Staff be directed to submit a formal request to the Hon. Paul Calandra, Minister of Municipal Affairs and Housing, the Hon. Caroline Mulroney, MPP York-Simcoe, and MPP Andrea Khanjin to provide a letter of support to the Conservation Authority's 2022 property tax appeal and;

Further That Staff be directed to proceed to engage with the Town of Georgina to seek appropriate tax refunds for the Preserve Lands under the Municipal Act. **Carried**

XII. Closed Session

There were no Closed Session items for this meeting.

XIII. Other Business

- a) Chair Emmerson advised the next meeting is scheduled for Friday, October 27, 2023. This meeting was subsequently cancelled.
- b) Mayor Lovatt offered his thanks to Conservation Authority staff for their assistance and expertise on the recent public information meeting regarding Musselman's Lake.

XIV. Adjournment

Moved by: A. Courser

Seconded by: D. Le Roy

BOD-135-23 **Resolved That** the meeting be adjourned at 10:30 a.m. **Carried**

Original to be signed by:

Original to be signed by:

Wayne Emmerson
Chair

Rob Baldwin
Chief Administrative Officer

Staff Report

To: Board of Directors

From: Katherine Toffan, Manager of Finance

Date: November 14, 2023

Subject:

Third Quarter 2023 Financial Report and Year-End Forecast

Recommendation:

That Staff Report No. 55-23-BOD regarding the Conservation Authority's Third Quarter 2023 Financial Report and Year-End Forecast be received for information.

Purpose of this Staff Report:

The purpose of this Staff Report No. 55-23-BOD is to provide the Board of Directors with a summary of financial activities for the period ending September 30, 2023, as they relate to the 2023 Budget approved by the Board. Staff have also used this report to review the forecasted year-end financial position of the Conservation Authority, along with high level issues and trends that staff have observed through September 30, 2023.

Background:

The Budget Status Reports have been 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 Conservation Authority's seven service areas: Corporate Services, Ecological Management, Education & Engagement, Greenspace Services, Planning & Development Services, Water Risk Management and Watershed Studies & Strategies.

Relevance to Conservation Authority Policy:

In keeping with Conservation Authority policy, this staff report has been prepared to provide a Third Quarter financial update on the current overall financial position, project expenditures, opportunities, and risks as they relate to the 2023 approved budget, as well as to highlight variances identified through the year-end forecast.

Issues:

The Corporate Budget Status report attached in Appendix 1 presents a surplus position of \$545K on September 30, 2023. The drivers of this surplus are outlined in the table below:

Service Area	Surplus/ (Deficit)	Drivers
Corporate Services	440K	Open positions in HR, Communications and operational savings in utilities, vehicle leases, general admin and insurance
Education and Engagement	100K	Increase in revenue for programming and salary gapping
Greenspace Services	9K	Small surplus on a Fee for Service project
Planning and Development Services	(21)K	Shortfall in Revenues offset with salary gapping
Water Risk Management	18K	Operational savings on maintenance on transferred asset
Watershed Studies and Strategies	(1)K	Programs and projects are on track
Total	545K	Overall Operational Surplus at September 30, 2023

Impact on Conservation Authority Finances:

a) Revenues

Revenues are recognized based on the source of the revenue stream and by the expenditures that are incurred to cause recognition of revenue. General Levy is recognized in line with operational expenses throughout the year and any surplus of General Levy is recognized in full at year end. Special Capital Levy and Provincial & Federal funding revenues are recognized throughout the year as related expenses are incurred and any unused funds are held in deferred revenue at year end. Revenue Generated by the Conservation Authority includes fees from our Planning and Development program and revenue generated from service agreements, which are recognized when invoiced for projects or as services are delivered, as well as Offsetting funding and Donations from the Foundation which are recognized as the related expenses are incurred. Overall revenues realized at September 30th are lower than the year-to-date budget in a few areas.

The variance of about \$2.7M in Special Capital against the year-to-date budget is driven by the timing of ongoing projects in the Ecological and Water Risk Management programs. Details of the projects driving these timing variances are outlined in section c) below.

Provincial and Federal funding recognized is below year-to-date budget at the end of Q3 related to timing of work on some of provincial grant agreements. The Restoration, Monitoring and Watershed Planning groups are aligning work with the timing of the agreement deliverables, and many provincial projects carry over to the first quarter of 2024.

The Generated-by-Conservation-Authority revenue can be summarized into three categories:

- i. Revenue that is related to service agreements continues to trend in line against year-to-date budget.
- ii. Offsetting Revenues and Foundation Donations make up \$2.3M of this variance. This funding is for projects where revenues are only recognized as expenses are incurred. Details of the projects driving these timing variances are outlined in section c) below.
- iii. Planning and Development Services fees are down approximately \$800K on a year-to-date basis. The volume of applications is lower than expected due to Bill 23 (eliminating some approvals), Bill 109 (causing industry delays), and economic drivers (interest rates, approvals, etc.).

The Other Revenue funding line contains investment interest and grants received from non-government partners. The investment income earned through September 30th has exceeded the year-to-date budget as interest rates have continued to rise, and funds are being actively managing to maximize the monthly interest earned.

b) Expenditures:

Variances in staffing and operational expenses within Corporate Services and Education service areas are contributing to the September surplus. In the short term, staff have been able to ensure there has been no disruption in service level.

Although Planning and Development fees are down through September, there are variances in expenditures with this program that are offsetting the shortfall in revenues. Management is monitoring staff capacity to ensure it is in line with expected fees in 2023. These variances through September are being realized in staffing vacancies, legal expenses, insurance, and fleet usage.

c) Timing Variances:

There are year-to-date revenue and expense variances that can be attributed to timing. Timing variances occur when expenditures have not yet happened, and recognition of the related revenue is deferred until the project work commences.

Expenditures in the Facility Management program within Corporate Services continue to be below year-to-date budget. The variance in this program is driven by the timing of work on the Scanlon Creek Nature Centre. This project is funded by Donations from the Foundation and Federal funds. Staff have engaged CBRE as the Owner's Representative for the project, and the Conservation Authority will collect both the Connect Campaign and Federal funds from the Foundation over the next few months as work proceeds and expenditures are incurred. The 2023 Facility Management budget also included expenditures for asset replacements, sound

system upgrades and a background study at Scanlon Creek that are underway, and expenditures will be incurred by the end of the year.

Capital and Restoration projects in the Ecological Restoration & Regeneration and Water Management & Restoration are in progress or continuing into the fourth quarter. These projects are covered by Special Capital, Provincial, Offsetting Funds and/or Partner funding. Key areas of these variances include:

i. Ecological Management - The \$1.3M variance in the Ecological Restoration program is related to timing and delivery of the following:

- Ecological Offsetting Capital projects
- Restoration Grants to Partner/Landowners for projects funded by Special Capital Levy

Projects in progress:

- Hamilton Park Wetland in Aurora
- Queensville Park in East Gwillimbury
- Scanlon Creek Restoration in Bradford West Gwillimbury
- Lake Simcoe Preserve program field studies in Georgina
- Simcoe Hydrology
- Private Landowner Wetland Restoration project in Oro-Medonte
- Private Landowner Natural Heritage Restoration project in Kawartha Lakes
- Hydro One Grassland Restoration Project in Barrie

Completed projects:

- Park Road and Innisfil Beach Park Wetland and Channel Realignment in Innisfil

ii. Water Risk Management – The \$2.5M variance in the Water Management & Restoration program is related to timing and delivering the following:

- Water Balance and Phosphorus Offsetting Capital Projects
- Stormwater Monitoring Projects
- Provincial Funding Agreements – Lake Simcoe Protection Plan

Projects currently underway:

- Barrie Floodplain Mapping Update
- East Holland Monitoring
- Mouth of Western Creek Restoration in Newmarket
- SPO3 Stormwater retrofit and bypass channel in Barrie
- Concentration of Contaminants Study
- Stormwater Coefficient Monitoring
- Devlin Place Stream and Stormwater Retrofit in Aurora
- Vivian Creek Drainage Improvements in East Gwillimbury
- Ray Twinney Low Impact Development in Newmarket

d) High Level Forecast to the End of 2023:

Staff have conducted the third quarter forecast for programs and projects to provide a forecast on the year-end financial position. Through working with program managers, staff are forecasting an overall year-end operational surplus position of \$350K. This is down from the second quarter forecast of \$570K. Outlined below are some of the main drivers contributing to the forecasted surplus and the variance over the second quarter:

- i) Staff forecast a surplus in the Corporate Services, Education & Engagement and Water Risk Management programs. The surplus being forecasted in Corporate Services continues to be driven by operational savings for insurance, staff training, utilities, and vehicle leases, as well as salary gapping for open positions and staff on leave. Staff have been able to find new efficiencies in payment processing and materials and supplies ordering.

The Education & Engagement program is forecasting a year-end surplus in line with what was presented on the second quarter. The expected surplus continues to be driven by the volume of revenue related to increased school programming. The higher volume of programming is expected through the remaining months of 2023.

- ii) There are deficits currently being forecasted for Ecological Management, Greenspace Services, Planning and Development and Watershed Studies and Strategies for year-end.

The deficits in Ecological Management and Watershed Studies and Strategies continue to be related to staffing overages in the Environmental Monitoring and Climate Change programs. In the second quarter review, a deficit in Watershed Studies and Strategies was expected related to consulting; however, upon reevaluating in the third quarter, a deficit is no longer being projected in this area.

In the second quarter report, a potential deficit related to project work on the York Region Urban Forest Study was identified. Staff have since worked with York Region partners to secure additional funding for this project to ensure full cost recovery. Staff will continue to monitor the project through year end and into 2024.

The deficit expected for Planning and Development program was a variance over the second quarter forecast, where a modest surplus was forecast. As fees through September were down, staff continue to forecast lower fees in the last quarter and are managing this shortfall in fees through some savings in operational expenses and staffing vacancies.

- iii) Based on the recommendations in the Conservation Authority's land disposition strategy, previously approved by the Board of Directors, staff are still expecting to transfer priority properties later this year. The anticipated expense for this is \$1.1M.

It is anticipated that most budgeted reserve transfers and draws will be met as presented in the 2023 budget. Staff are forecasting higher than budgeted transfers related to

investment interest earned. Budgeted reserve draws will only be made if the related expenditure is made.

e) Deferred Revenue at the end of 2023:

Staff have met with the Auditors to discuss the financial impact of any changes to revenue recognition due to the changes in the *Conservation Authority Act*. Based on changes that have taken place to define what are mandatory ongoing operational or capital costs where levy can be applied, calculated using the Modified Current Value Assessment method, the auditor has requested deferred revenues at the end of 2023 are reviewed to determine if they will still meet the criteria for deferral. Deferred revenue related to Special Capital Levy received from partners is forecasted to be about \$2.0M at the end of 2023. The current forecast shows that between \$900K and \$1.2M is committed, meeting the definition to defer. This would mean that there is the potential to recognize between \$800K and \$1.1M into reserves at year-end. The Special Capital funding will be reviewed in more detail over the coming months and in consultation with the auditor to ensure any funds held in deferred at year-end will meet the threshold for continued deferral.

Staff will continue to monitor the ongoing financial position of the organization through to year-end and will conduct regular updates with program managers to ensure there are no unexpected financial transactions that would materially affect the forecasted year-end position.

Summary and Recommendations:

It is therefore **Recommended That** Staff Report No. 55-23-BOD regarding the Conservation Authority's Third Quarter 2023 Financial Report and Year-End Forecast be received for information.

Pre-Submission Review:

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

Signed by:

Mark Critch
General Manager, Corporate and Financial
Services/CFO

Signed by:

Rob Baldwin
Chief Administrative Officer

Attachments:

Appendix 1 – Third Quarter Corporate Budget Status Report
Appendix 2 –Service Area Budget Status Reports

Lake Simcoe Region Conservation Authority
Corporate Budget Status Report
For period ending September 30, 2023 (shown in 000's)

Revenue:	Full Year Budget	YTD Budget	Actual YTD	% of YTD Budget
General Levy	\$ 4,171	\$ 3,128	\$ 3,118	100%
Special Capital Levy & Municipal Partners	9,523	7,142	4,375	61%
Provincial & Federal Funding	2,043	1,532	1,076	70%
Revenue Generated by Authority	8,749	6,562	3,439	52%
Other Revenue	564	423	496	117%
Total Revenue:	25,050	18,787	12,505	67%
Expenses:				
Corporate Services	7,293	5,469	3,884	71%
Ecological Management	4,748	3,561	2,155	61%
Education & Engagement	859	644	604	94%
Greenspace Services	1,471	1,103	919	83%
Planning & Development Services	5,292	3,969	3,168	80%
Water Risk Management	6,227	4,670	1,625	35%
Watershed Studies & Strategies	2,010	1,507	1,227	81%
Total Gross Expenses:	27,899	20,924	13,584	65%
Expenses included above related to:				
Tangible Capital Assets	-	-	-	
Internal Fee for Service	2,941	2,205	2,174	99%
Expenses before Amortization	24,958	18,719	11,410	61%
Amortization	-	-	-	
Net surplus before reserve activity	91	68	1,095	
Board approved draws on reserve:	1,235	926	424	
Board approved transfers to reserves:	(1,326)	(995)	(988)	
Other reserve activity:				
Draw from Offsetting related to Reserve funds			19	
Transfer to reserves for funds received in year			(5)	
Operational surplus at September 30	\$ -	\$ -	\$ 545	

Lake Simcoe Region Conservation Authority
Service Area Budget Status Report
For period ending September 30, 2023 (shown in 000's)

Corporate Services	2023 Full Year Budget	2023 YTD Budget	2023 YTD Actual	% of YTD Budget
Revenue:				
General Levy	\$ 1,864	\$ 1,398	\$ 1,388	99%
Special Capital Levy & Municipal Partners	1,354	1,015	801	79%
Provincial & Federal Funding	4	3	2	64%
Revenue Generated by Authority	825	619	165	27%
Other Revenue	343	258	333	129%
Total Revenue:	4,390	3,293	2,689	82%
Expenses:				
Corporate Communications	899	674	493	73%
Facility Management	2,189	1,642	811	49%
Financial Management	1,277	958	837	87%
Governance	698	523	491	94%
Human Resource Management	631	473	327	69%
Information Management	1,599	1,199	926	77%
Total Gross Expenses:	7,293	5,469	3,884	71%
Expenses included above related to:				
Internal Fee for Service	2,921	2,191	2,157	98%
Net Expenses (excluding TCA entries):	4,371	3,278	1,727	53%
Net surplus before reserve activity	19	14	961	
Board approved draws on reserve:	924	693	364	
Board approved transfers to reserve:	(943)	(707)	(884)	
Operational surplus at September 30	\$ -	\$ -	\$ 440	

Ecological Management	2023 Full Year Budget	2023 YTD Budget	2023 YTD Actual	% of YTD Budget
Revenue :				
General Levy	\$ 297	\$ 223	\$ 223	100%
Special Capital Levy & Municipal Partners	2,752	2,064	1,420	69%
Provincial & Federal Funding	479	359	226	63%
Revenue Generated by Authority	1,244	933	157	17%
Other Revenue	90	68	95	140%
Total Revenue:	4,862	3,647	2,120	58%
Expenses:				
Ecosystem Science & Monitoring	1,315	986	831	84%
Forestry Services	774	581	696	120%
Restoration & Regeneration	2,659	1,994	628	31%
Total Gross Expenses:	4,748	3,561	2,155	61%
Expenses included above related to:				
Internal Fee for Service	19	15	17	115%
Net Expenses:	4,729	3,547	2,139	60%
Net surplus/(deficit) before reserve activity	133	100	(19)	
Board approved draws on reserve:	14	10	-	
Board approved transfers to reserve:	(147)	(110)	-	
Other reserve activity:				
Draw on offsetting reserve funds:	-	-	19	
Operational position at September 30	\$ -	\$ -	\$ -	

Lake Simcoe Region Conservation Authority
Service Area Budget Status Report
For period ending September 30, 2023 (shown in 000's)

	2023 Full Year Budget	2023 YTD Budget	2023 YTD Actual	% of YTD Budget
Education and Engagement				
Revenue :				
General Levy	\$ 499	\$ 374	\$ 374	100%
Revenue Generated by Authority	360	270	330	122%
Total Revenue:	859	644	704	109%
Expenses:				
Community Programming	158	119	103	87%
School Programming	701	526	501	95%
Total Gross Expenses:	859	644	604	94%
Operational surplus at September 30	\$ -	\$ -	\$ 100	

	2023 Full Year Budget	2023 YTD Budget	2023 YTD Actual	% of YTD Budget
Greenspace Services				
Revenue :				
General Levy	\$ 510	\$ 383	\$ 383	100%
Special Capital Levy & Municipal Partne	432	324	206	64%
Provincial & Federal Funding	92	69	95	137%
Revenue Generated by Authority	194	145	115	79%
Other Revenue	124	93	69	74%
Total Revenue:	1,353	1,015	868	86%
Expenses:				
Management	1,286	964	776	80%
Securement	185	139	144	103%
Total Gross Expenses:	1,471	1,103	919	83%
Net (deficit) before reserve activity	(118)	(89)	(52)	
Board approved draws on reserve:	118	89	61	
Operational surplus at September 30	\$ -	\$ -	\$ 9	

Lake Simcoe Region Conservation Authority
Service Area Budget Status Report
For period ending September 30, 2023 (shown in 000's)

Planning and Development	2023 Full Year Budget	2023 YTD Budget	2023 YTD Actual	% of YTD Budget
Revenue :				
General Levy	\$ 505	\$ 379	\$ 379	100%
Special Capital Levy & Municipal Partners	421	315	322	102%
Provincial & Federal Funding	22	17	22	133%
Revenue Generated by Authority	4,313	3,234	2,425	75%
Total Revenue:	5,261	3,946	3,148	80%
Expenses:				
Development Planning	2,840	2,130	1,624	76%
Permitting & Enforcement	2,451	1,838	1,544	84%
Total Gross Expenses:	5,292	3,969	3,168	80%
Net (deficit) before reserve activity	(31)	(23)	(21)	
Board approved draws on reserve:	31	23	-	
Operational (deficit) at September 30	\$ -	\$ -	\$ (21)	

Water Risk Management	2023 Full Year Budget	2023 YTD Budget	2023 YTD Actual	% of YTD Budget
Revenue :				
General Levy	\$ 318	\$ 239	\$ 239	100%
Special Capital Levy & Municipal Partners	3,162	2,371	687	29%
Provincial & Federal Funding	1,195	896	645	72%
Revenue Generated by Authority	1,726	1,295	180	14%
Other Revenue	6	5	-	0%
Total Revenue:	6,408	4,806	1,752	36%
Expenses:				
Flood Management & Warning	762	571	328	57%
Source Water Protection	755	566	388	68%
Water Management & Restoration	4,125	3,094	499	16%
Water Science & Monitoring	585	439	410	94%
Total Gross Expenses:	6,227	4,670	1,625	35%
Net surplus before reserve activity	181	136	127	
Board approved draws on reserve:	53	40	-	
Board approved transfers to reserve:	(234)	(176)	(104)	
Other reserve activity:				
Funds received in year to transfer to reserve	-	-	(4)	
Operational surplus at September 30	\$ -	\$ -	\$ 19	

Lake Simcoe Region Conservation Authority
Service Area Budget Status Report
For period ending September 30, 2023 (shown in 000's)

Watershed Studies and Strategies	2023 Full Year Budget	2023 YTD Budget	2023 YTD Actual	% of YTD Budget
Revenue :				
General Levy	\$ 178	\$ 133	\$ 133	100%
Special Capital Levy & Municipal Partners	1,402	1,052	939	89%
Provincial & Federal Funding	249	187	86	46%
Revenue Generated by Authority	87	66	69	104%
Total Revenue:	1,917	1,437	1,226	85%
Expenses:				
Climate Change Adaptation	417	313	312	100%
Research & Innovation	734	551	525	95%
Watershed Subwatershed Planning	858	644	390	61%
Total Gross Expenses:	2,010	1,507	1,227	81%
Net (deficit) before reserve activity	(93)	(70)	(1)	
Board approved draws on reserve:	95	72	-	
Board approved transfers to reserve:	(2)	(2)	-	
Operational (deficit) at December 30	\$ -	\$ -	\$ (1)	

Staff Report

To: Board of Directors

From: David Lembcke, Manager of Environmental Science and Monitoring; and Bill Thompson, Manager of Watershed Plans and Strategies

Date: November 24, 2023

Subject

Chloride in the Lake Simcoe watershed

Recommendation

That Staff Report No. 56-23-BOD regarding Chloride in the Lake Simcoe watershed be received for information.

Purpose of this Staff Report

The purpose of this Staff Report No. 56-23-BOD is to provide the Board of Directors with an overview of the impacts of chloride on Lake Simcoe and its tributaries, as well as efforts underway to address the issue.

Background

Chloride concentrations in the surface waters of the Lake Simcoe watershed continue to increase due to the use of winter salt on roads and parking lots. This trend is not unique to the Lake Simcoe watershed and is mirrored in the lakes and streams in much of southern Ontario and the northeastern United States. In Lake Simcoe itself concentrations have shown a consistent increase since the 1970s with concentrations sitting just below 60mg/l. While this concentration currently sits below the Canadian Water Quality Guideline of 120mg/l, conceivably this threshold will be crossed at some point in the future if the current trend continues.

In tributaries, a similar increasing trend in chloride concentrations is observed at the majority of monitoring stations on both urban and rural rivers. However, for many of the rural or more naturalized rivers, the majority of concentrations still sit below the guideline of 120 mg/l. Unfortunately for Lake Simcoe watershed urban rivers, the majority of sampled concentrations sit above the guideline with a number of sampled concentrations exceeding the acute guideline of 640mg/l. At concentrations in excess of the acute guideline, lethal effects can occur for some aquatic species. An analysis of the biologic data sets and water quality parameters identified chloride as the primary factor affecting the health of the aquatic ecology in urban tributaries of the watershed. Decreasing the amount of winter salt use throughout the watershed is critical to the long-term health of Lake Simcoe but more immediately critical to the ecological health of the urban streams and rivers.

Issues

The Conservation Authority has been developing resources and engaging partners on this challenge of increasing chloride concentrations for a decade now, originally driven by subwatershed plans and, since 2017, directed by a Salt Reduction Strategy.

Over that time, a number of resources have been developed, including technical briefs answering questions that are commonly received from partners (such as, what are the alternatives to salt and their relative advantages?, is salt or sand a better choice?), case studies on the triple bottom line benefits of adoption of better winter maintenance practices, and guidelines for designing parking lots which require less salt in winter maintenance.

As with everything done by the Conservation Authority, this work has been highly collaborative in nature. A Lake Simcoe Salt Working group was convened, which includes representatives of municipal roads departments, municipal planners and sourcewater protection staff to discuss the adoption of better winter maintenance practices in the public sector. The Freshwater Roundtable has also convened, made up of representatives of the winter maintenance industry, their commercial client base, and all three levels of government to discuss the adoption of better winter maintenance practices in the private sector. In addition, Conservation Authority staff participate in salt-related working groups hosted by the Sustainable Technologies Evaluation Program, by Conservation Ontario, and by Environment and Climate Change Canada, along with sitting on the Smart About Salt Council.

Since working with the Lake Simcoe Salt Working Group, a reduction in salt application rates by municipalities in the Lake Simcoe watershed has been documented. These gains have been achieved through a shift toward more sophisticated weather forecasts, the use of more sophisticated materials, and more sophisticated equipment. As in other areas, some municipalities are more able to adopt newer technologies, and some are more constrained by concerns about budgetary impacts. The Conservation Authority is trying to speed the adoption of better practices in the municipal sector through case studies demonstrating the triple bottom line benefits of these practices. For example, the case study on Newmarket's switch from conventional salt to treated salt found that while treated salt has a higher per unit cost, the reduction in material applied resulted in a 30% savings in material costs, in addition to a 50% reduction in chloride applied to the watershed. Unfortunately, some data is suggesting that while the amount of salt municipalities use during each winter weather event is decreasing, the number of winter weather events being responded to is increasing. The reason for this increase is not yet clear, but it does risk offsetting some of the gains achieved to date.

As expected, the Freshwater Roundtable identified liability as a major challenge for the adoption of better winter maintenance practices in the private sector. However, the "New Hampshire model" represents a possible solution to that barrier. In New Hampshire, winter maintenance contractors who successfully complete state-recognized training and can

demonstrate that they follow state-recognized best practices are deemed to meet their “duty of care” under the State’s liability law. This represents a significant incentive for contractors to adopt best practices. Since 2020, the Conservation Authority has been working with its partners on the Freshwater Roundtable to promote the adoption of a similar regulatory framework in Ontario.

Most recently, the Conservation Authority co-hosted ‘Salt Forum 2023’ with Landscape Ontario. This event, held at the Landscape Ontario building on October 11th, brought together 100 winter maintenance contractors, provincial staff, municipal staff, and conservation authority staff to discuss the potential of such a regulation to help the industry and help improve water quality throughout Ontario. Broad agreement was found amongst participants that there are significant challenges for both water quality and business sustainability, and that the adoption of the New Hampshire model in Ontario would be a significant step in addressing both of these challenges. The Conservation Authority will continue to work with its partners to promote liability limitation for contractors following winter maintenance best practices, as staff believe this is the single most effective way to hasten the adoption of better practices in the private sector.

While the Conservation Authority and its partners have made progress in improving winter maintenance practices in our watershed, the ongoing water quality monitoring program clearly indicates that this work needs to continue.

Relevance to Conservation Authority Policy

The Conservation Authority’s work in understanding and addressing the increasing chloride concentrations in the watershed is in support of strategic directions 2.1 (Knowledge of watershed health and management decisions are improved through comprehensive, leading-edge science) and 3.2 (Mutually beneficial partnerships leverage knowledge and resources for watershed health outcomes).

Impact on Conservation Authority Finances

This work has been funded by member municipalities, as well as the Ministry of the Environment, Conservation and Parks, through its Lake Simcoe Protection Plan funding. Since 2013, approximately \$670,000 of funding has been provided by the Ministry for this work.

Summary and Recommendations

It is therefore **Recommended That** Staff Report No. 56-23-BOD Chloride in the Lake Simcoe watershed be received for information.

Pre-Submission Review

This Staff Report has been reviewed by the General Manager, Integrated Watershed Management and the Chief Administrative Officer.

Signed by:

Signed by:

Don Goodyear
General Manager, Integrated Watershed
Management

Rob Baldwin
Chief Administrative Officer

Staff Report

To: Board of Directors

From: Kenneth Cheney, Director, Engineering

Date: November 24, 2023

Subject

Flood Management Programs

Recommendation

That Staff Report No. 57-23-BOD regarding the Conservation Authority's Flood Management Programs be received for information.

Purpose of this Staff Report

The purpose of this Staff Report No. 57-23-BOD is to provide the Board of Directors with an overview of Flood Management programs at the Conservation Authority, including staff roles and responsibilities.

Background

A core mandate of the Conservation Authority is to undertake watershed-based programs to protect people and property from flooding. The Conservation Authority is governed by the *Conservation Authorities Act*, which is administered by the Ministry of Natural Resources and Forestry (Ministry). Conservation Authorities carry out programs that serve provincial and municipal interest, including Flood Forecasting and Warning and Floodplain Mapping, along with Review and Regulation of development activities within flood hazards, in accordance with the provincial governing legislation.

To determine which lands are flood hazard lands, the Conservation Authority compiles rainfall data, land-use information (urban, rural, paved surfaces, wooded areas, etc.), topographic information (ground surface elevations to determine high ground and low ground) into computer models. These models simulate how much flow there will be and where it is expected to go. This information assists the Conservation Authority in delineating flooding hazards, in accordance with provincial guidelines.

The Conservation Authority operates and maintains a Flood Forecasting and Warning System. This system provides local agencies and the public with notice, information, and advice so potential riverine flooding and flood emergencies may be responded to.

The Conservation Authority also conducts technical reviews as part of applications for approvals made to the Conservation Authority, where the Conservation Authority has jurisdiction per governing legislation. Typically, these applications come in the form of *Conservation Authorities Act* and the *Planning Act* applications. Key objectives examined as part of the engineering technical reviews include flooding and erosion hazards and stormwater management reviews for conformance with the aforementioned Acts, as well as the Lake Simcoe Protection Plan.

Issues

According to the Government of Canada, floods are the most frequent natural hazard in Canada, and can happen at any time of the year, not just in summer.

<https://www.getprepared.gc.ca/cnt/hzd/flds-en.aspx>

Common causes of floods in Ontario include rapid snowmelt, sustained or intense rain, combined rain/snowmelt events, ice jams, and storm surges on large water bodies, according to the Government of Ontario. <https://www.ontario.ca/page/floods>

Within the Lake Simcoe watershed, there are typically three main types of flooding:

- Riverine Flooding: Flooding associated with rivers, streams, watercourses. Conservation Authorities have a lead role associated with riverine flooding.
- Shoreline Flooding: Flooding associated with the shorelines of large water bodies, such as lakes. Conservation Authorities have a lead role associated with riverine flooding.
- Urban Flooding: Flooding in an urban area due to, often related to infrastructure. Municipalities have the lead role when it comes to urban flooding.

Since floods are the most frequent natural hazard in Canada and can happen at any time of year and be caused by various factors, there is a need within the Lake Simcoe watershed, and indeed a mandate issued to conservation authorities by the Province of Ontario, to protect people and property from flooding.

Relevance to Conservation Authority Policy

The Flood Management activities at the Conservation Authority are carried out as part of the Conservation Authority's core mandate. Programs are carried out in accordance with and supported by provincial legislation such as the *Conservation Authorities Act* and the *Planning Act* and the Lake Simcoe Protection Plan.

Impact on Conservation Authority Finances

The flood management programs at the Conservation Authority are mandatory programs under the *Conservation Authorities Act*. No changes to the programs are proposed through this staff report. As such, there are no impacts on Conservation Authority finances.

Summary and Recommendations

It is therefore **Recommended That** Staff Report No. 57-23-BOD regarding Flood Management be received for information.

Pre-Submission Review

This Staff Report has been reviewed by the General Manager, Development, Engineering and Restoration and the Chief Administrative Officer.

Signed by:

Signed by:

Glenn MacMillan
General Manager, Development,
Engineering and Restoration

Rob Baldwin
Chief Administrative Officer

Ministry of Natural
Resources and Forestry

Office of the Minister

99 Wellesley Street West
Room 6630, Whitney Block
Toronto ON M7A 1W3
Tel: 416-314-2301

Ministère des Richesses
naturelles et des Forêts

Bureau du ministre

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Tél.: 416 314-2301



93-2023-976

October 20, 2023

Rob Baldwin, CAO
Lake Simcoe Region Conservation Authority
r.baldwin@lsrca.on.ca

Trish Barnett, Chief of Staff
Lake Simcoe Region Conservation Authority
T.Barnett@lsrca.on.ca

Dear Rob Baldwin and Trish Barnett:

I am following up on my direction provided on August 4, 2023 regarding the Lake Simcoe Region Conservation Authority's (LSRCA) request for Minister's exception under the *Conservation Authorities Act* (CAA) relating to chair and vice-chair appointments.

At this time, I am amending the decision and granting LSRCA an exception to subsections 17 (1.1) and (1.2) of the CAA pursuant to my authority under clauses 17(1.3) (a) and (b) for the chair and vice-chair position for the 2023 term. This permission allows the current chair and vice-chair to continue serving for one-year terms in 2023, and therefore to hold office for more than two consecutive one-year terms.

If there are questions about this permission, please feel welcome to reach out to the Conservation Authority Office at ca.office@ontario.ca.

Please share this correspondence with all members of the LSRCA.

Sincerely,

A handwritten signature in black ink, appearing to read "Graydon Smith".

The Honourable Graydon Smith
Minister of Natural Resources and Forestry

c: Jennifer Keyes, Director, Resources Planning and Development Policy Branch,
MNRF
Conservation Authority Office (via ca.office@ontario.ca)

Staff Report

To: Board of Directors

From: Ashlea Brown, Director Development Services, Dave Ruggle, Manager of Planning

Date: November 24, 2023

Subject:

Development Services Fees Update

Recommendation:

That Staff Report No. 58-23-BOD regarding the Lake Simcoe Region Conservation Authority Development Services Fees Update be received; and

Further that a 2% increase to the current Fees as recommended for cost-of-living increase, approved as part of the budget process and supported by the report prepared by Watson & Associates be approved, effective January 1, 2024.

Purpose of this Staff Report:

The purpose of this Staff Report No. 58-23-BOD is to obtain approval from the Board of Directors to increase the existing Planning and Permit fees by 2% to cover the cost-of-living increase as approved through the budget.

Background:

In 2022 the Ministry of the Environment, Conservation and Parks released their Policy: Minister's list of classes of programs and services in respect of which conservation authorities may charge a fee. The Minister's List identifies that Conservation Authorities may charge a fee for mandatory, municipal, and other programs and services where the user-pay principle is appropriate. The Minister's list replaces the previous Policies and Procedures for the Charging of Conservation Authority Fees.

The *Conservation Authorities Act* and [Ontario Regulation 686/21](#) clarifies the mandatory programs and services of conservation authorities which may be funded by multiple sources including self-generated revenue (user fees). This includes programs and services that a conservation authority agrees to provide on behalf of a Municipality through a Memorandum of Understanding, such as the planning services as well as mandatory programs and services that a conservation authority is required to provide such as implementing and enforcing Section 28 of the Act.

The Board of Directors reviewed and approved the comprehensive review of the Fee Policy in 2021 which was completed by Watson & Associates Economists Ltd. The purpose of the review was to undertake a full cost assessment pertaining to the Conservation Authority's Development Services department. The key objective of the review was to determine the full cost of application/permit processing (direct, indirect, and capital costs) by application /permit type and to make fee recommendations to recover the full cost of service.

The [Plan Review and Permitting Fee Review Report \("Fee Report"\)](#) prepared by Watson & Associates, which was presented to the Board of Directors in October 2021 through Staff Report No. 50-21-BOD, provided multiple recommendations including the recommendation that fees be increased annually consistent with cost-of-living increases which are being incorporated into the Conservation Authority's annual budget.

In June 2023, the Board of Directors approved the recommendations of Staff Report No. 31-23-BOD, 2024 Budget Assumption. This report included a summary of budget recommendations including cost-of-living for staff at a 2% increase.

The Fee Policy is set to be reviewed in 2024 in accordance with the 2-year timeframe outlined in the Policy. Additionally, the Fee Report will be reviewed in 2024 with any recommendations going forward for the 2025 fee schedule. This full review of the Fee Report is a year in advance of the five-year review timeframe; however, given the legislative changes staff recommend reviewing it in conjunction with the fee policy in 2024.

Issues and Analysis:

Attached as Appendix A is the proposed 2024 Development Fees, illustrating the 2% cost of living increase as approved through Staff Report No. 31-23-BOD, 2024 Budget Assumption, and incorporated in the 2024 budget. This increase is consistent with the Fee Report recommendations, which include reviewing the fees annually as part of the budget process.

At this time, the only proposed change to the fees is the cost-of-living increase. The annual cost of living increase was included in the original recommendation of the Fee Report and consulted on. As such, this fee update is not a comprehensive review and was not further consulted on.

In December 2022, a Minister's Direction was issued pursuant to subsection 21.3 (1) of the *Conservation Authorities Act*. This direction prohibited conservation authorities from changing fees for programs and services related to development proposals including fees charged for permits and fees in association with Section 21.1.2 (1.1.) and 21.1.2 (1.1.) of the Act. This Directive was issued for the period January 1, 2023, to December 31, 2023. The proposed increase to fees is set to occur January 1, 2024.

Relevance to Conservation Authority Policy:

The fees update was carried out in consideration of Section 21 of the *Conservation Authorities Act* and Section 69 of the *Planning Act*. It is consistent with application legislative requirements, as well as the Board approved Fee Policy. A 2% cost-of-living increase was approved by the Board of Directors through Staff Report No. 31-23-BOD and was incorporated into the Conservation Authority's 2024 budget. Therefore, increasing the current fees to include the cost-of-living increase, and implementing the fees policy will ensure that the Conservation Authority's Planning and Development program continues to operate on a full cost recovery basis.

Impact on Conservation Authority Finances:

As approved through Staff Report No. 31-23-BOD, 2024 Budget Assumptions, the cost-of-living increase for staff in 2024 is 2%. To continue to operate the Development Services program at a full cost recovery as recommended in Watson's Fee Report, the increase in costs to the Development services group should be recuperated through fees.

Summary and Recommendations:

It is therefore **Recommended That** Staff Report No. 58-23-BOD regarding the Lake Simcoe Region Conservation Authority Development Services Fees Update be received; and **Further that** a 2% increase to the current Fees as recommended for cost-of-living increase, approved as part of the budget process and supported by the report prepared by Watson & Associates be approved, effective January 1, 2024.

Pre-Submission Review:

This Staff Report has been reviewed by the General Manager, Development, Engineering and Restoration and the Chief Administrative Officer.

Signed by:

Signed by:

Glenn MacMillan
General Manager, Development,
Engineering and Restoration

Rob Baldwin
Chief Administrative Officer

Attachments:

Appendix A – Proposed Fee schedule

Applications made under the *Planning Act*

Category	2023	2024
Minor Official Plan Amendment Proponent Initiated (No technical Review Required – Planning Review Only)	\$2,195	\$2,239
Major Official Plan Amendment Proponent Initiated (Technical review required)	\$12,904	\$13,162
Minor Zoning By-Law Amendment Proponent Initiated (No technical review required – Planning Review Only)	\$2,195	\$2,239
Major Zoning By-law Amendment Proponent Initiated (Technical review required)	\$12,904	\$13,162
Combined Official Plan Amendment / Zoning By-law Amendment	\$12,904	\$13,162
Draft Plan (Subdivision/Condo) Approval Minimum Fee	\$18,645	\$19,018
Draft Plan Approval - >60 Lots/Units (\$/lot) Maximum Fee imposed at 160 Lots	\$294/Lot, Unit	\$300/Lot, Unit
Final Plan Approval - Minimum Fee (<60 Lots)	\$12,485	\$12,735
Final Plan Approval - >60 Lots	\$294/Lot, Unit	\$300/Lot, Unit
Final Plan approval - Maximum Fee (Imposed at 160 +Lots)	No Final Plan Fee	No Final Plan Fee
Combined OPA/ZBA/Subdivision or Condo <60 Lots	Full Subdivision Fee and 70% of OPA/ZBA Fee	Full Subdivision Fee and 70% of OPA/ZBA Fee
Combined OPA/ZBA/Subdivision or Condo >60 Lots	Full Subdivision Fee and 70% of OPA/ZBA Fee	Full Subdivision Fee and 70% of OPA/ZBA Fee
Draft Plan of Subdivision – Red-line Revision (Triggering additional technical review)	\$5,202	\$5,306
Draft Plan of Subdivision – Request for Extension of Approval	\$1,308	\$1,334
Site Plan – Residential/Institutional (>15 units)	\$21,368	\$21,795
Combined OPA/ZBA/Site Plan (>15 Units)	Full Site Plan Fee and 70% of OPA/ZBA Fee	Full Site Plan Fee and 70% of OPA/ZBA Fee

Category	2023	2024
Site Plan – Residential/Institutional (<15 units)	\$14,280	\$14,566
Combined OPA/ZBA/Site Plan (<15 Units)	Full Site Plan Fee and 70% of OPA/ZBA Fee	Full Site Plan Fee and 70% of OPA/ZBA Fee
Site Plan - Residential (single-unit)/Agricultural (Minor)	\$2,240	\$2,285
Site Plan – Residential (single-unit)/Agricultural (Major)	\$4,794	\$4,890
Combined OPA/ZBA/Site Plan (Residential – single unit /Agricultural (Major)	Full Site Plan Fee and 70% OPA/ZBA Fee	Full Site Plan Fee and 70% OPA/ZBA Fee
Site Plan - Golf Courses, Aggregate	\$27,136	\$27,679
Site Plan – Commercial and Industrial	\$24,734	\$25,229
Site Plan Amendment Fee - Minor (Minimal Review or Revisions)	\$2,601	\$2,653
Site Plan Amendment Fee - Major (Technical Review Required)	\$5,202	\$5,306
Greater Than (>) Two (2) technical re-submissions	25% of Application Fee for each additional submission after the 2nd	25% of Application Fee for each additional submission after the 2nd
Site Plan – Water Balance Review Only (WHPA Q2 & 4.8-DP/ 6.40-DP) (The water balance review fee in the WHPA Q2 area and applications subject to the Lake Simcoe Protection Plan Water Recharge Offsetting Policy for the Lake Simcoe Protection Plan for site plans (\$3,214) is applied to those applications typically not circulated to the Authority in accordance with the Memorandum of Understanding with the watershed municipalities. The Authority’s review of these site plan applications will be restricted to the water balance only (i.e., it will not include a review of the grading/drainage/Erosion Sediment Control Plans)	\$3,214	\$3,278
Phosphorus Offsetting Policy Review Only	\$3,455	\$3,524
Consent/Minor Variance Application (Minor – No Technical Review Required – Planning Review Only)	\$536	\$547

Category	2023	2024
Consent / Minor Variance Application (Major)	\$2,079	\$2,121
Development Potential Review – Planning (in writing)	\$1,144	\$1,167
Peer Review (e.g., Geotechnical Study)	Paid by Applicant	Paid by Applicant
Site Visit Fee (Required for Requested Site Visits that are not subject to a current and open application under the Planning Act.	\$1,561	\$1,592
Pre-consultation (Review fee of pre-consultation circulations provided to the Authority by partner Municipalities) <i>NOTE: The pre-consultation fee will be credited to the Application Fee if a complete application under the Planning Act is submitted within 12 months of the date of the provided pre-consultation comments.</i>	\$765	\$780

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

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

Private Residential

Category	2023	2024
Major Permit Application Development where there is a high risk to people or property, natural hazards, or natural features. One or more studies required. For example, an environmental impact study, hydraulic analysis, stormwater management report or geotechnical report.	\$5,183	\$5,287
Intermediate Permit Application Development where there is moderate risk to people or property, natural hazards, or natural features. Detailed plans or report is required.	\$1,734	\$1,769
Minor Permit Application Development where there is low risk of impact on natural hazards or natural features. No technical reports are required. Small scale, and/or consistent with policy and guidelines.	\$765	\$780
Routine Permit Application Limited review, minor in nature relative to location, or impact.	\$612	\$624
Permit Revisions Amendments/minor changes to plans made under a previously approved and still valid permit.	Half the original Permit Fee	Half the original Permit Fee
Retroactive Permit Refers to a permit required arising from the failure to obtain permission under Ontario Regulation 179/06 before works commenced.	Double Permit Fee	25% increases from initial fee to a maximum of double original permit fee.

Category	2023	2024
Retroactive Permit involving Court Order	Double Permit Fee	25% increases from initial fee to a maximum of double original permit fee.
Permit Reissuance If a new application is submitted within 6 months of the original permit expiring and there are no changes to the site plan, application, or regulation limit.	Half the original Permit Fee	Half the original Permit Fee
Legal/Real Estate Inquiries	\$536	\$547
Letter of Comment	\$260	\$265
Permit Associated with a Minister's Zoning Order (s.28.0.1)	Double Permit Fee	Double Permit Fee
Re-submission Fee (>2 submissions)	25% of Permit Fee	25% of Permit Fee

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

Category	2023	2024
Major Permit Application Development where there is a high risk to people or property, natural hazards, or natural features. One or more studies required. For example, an environmental impact study, hydraulic analysis, stormwater management report or geotechnical report.	\$6,120	\$6,242
Intermediate Permit Application Development where there is moderate to low risk to people or property, natural hazards, or natural features.	\$4,089	\$4,171
Permit Revisions Amendments/minor changes to plans made under a previously approved and still valid permit.	Half the original Permit Fee	Half the original Permit Fee
Retroactive Permits Refers to a permit required arising from the failure to obtain permission under Ontario Regulation 179/06 before works commenced.	Double Permit Fee	25% increases from initial fee to a maximum of double original permit fee.

Category	2023	2024
Permit Reissuance If a new application is submitted within 6 months of the original permit expiring and there are no changes to site plan, application, or regulation limit.	Half the original Permit Fee	Half the original Permit Fee
Green Energy Permits	\$3,264	\$3,329
Permit Associated with a Minister’s Zoning Order (s.28.0.1)	Double Permit Fee	Double Permit Fee
Re-submission Fee (>2 Submissions)	25% of Permit Fee	25% of Permit Fee

Municipal Proposals

Category	2023	2024
Major Permit Application Applications that require technical reports or analysis to support the application as well as applications for works that cover large geographic areas such as multiple road culverts or bridge replacements and large-scale municipal servicing and road projects.	\$6,426	\$6,555
Minor Permit Application Applications refer to a permit application which does not require detailed technical reports or analysis to support the application. This could include permit applications for road resurfacing, driveways/roadways culvert replacements, re-grading of existing roadside ditches.	\$4,284	\$4,370
Permit Revisions Amendments/minor changes to plans made under a previously approved and still valid permit.	Half the original Permit Fee	Half the original Permit Fee
Permit Reissuance If a new application is submitted within 6 months of the original permit expiring and there are no changes to site plan, application, or regulation limit	Half the original Permit Fee	Half the original Permit Fee

Category	2023	2024
Permit Associated with a Minister's Zoning Order (s.28.0.1)	Double Permit Fee	Double Permit Fee
Re-submission Fee (>2 Submissions)	25% of Permit Fee	25% of Permit Fee

Large Fill Proposals (>250m³ of Fill Placement)

Category	2023	2024
Base Fee	\$5,202 + \$1/m ³	\$5,306 + \$1/m ³
Retroactive/Unauthorized Works Refers to a permit required arising from the failure to obtain permission under Ontario Regulation 179/06 before works commenced.	Double Permit Fee	25% increases from initial fee to a maximum of double original permit fee + \$1/m ³
Specialty Crop Areas within the Provincial Greenbelt (e.g. top dressing or dyke management)	Base Fee + .50 cents/m ³ to a maximum of \$3,121	Base Fee + .50 cents/m ³ to a maximum of \$3,183
Re-Submission Fee (>2 Submissions)	25% of Permit Fee	25% of Permit Fee

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

Environmental Compliance Approval (ECA) Review

Category	2023	2024
Minor ECA Stormwater Works Review for <2ha Typically, minor site plans. Municipal projects <2ha;	\$3,876	\$3,954
Moderate ECA Stormwater Works Review for 2ha to 5ha Typically, larger site plans and condominiums. Municipal projects 2ha to 5ha;	\$4,162	\$4,245
Major Stormwater Works Review for >5ha Typically, Draft Plans of Subdivisions and major site plans. Large scale municipal projects >5ha;	\$7,803	\$7,959
Minor Stormwater Conveyance Systems Local municipal roads, 500 metres long or less	\$3,876	\$3,954
Major Stormwater Conveyance Systems Large road projects, arterials, greater than 500 metres in length	\$4,162	\$4,245

Category	2023	2024
Site or Topic Specific Technical Expert Peer Review This is for the rare instance where there is need for an outside Technical Expert (i.e., geotechnical). All external fees will be agreed upon by applicant prior to commencement;	\$724 + TBD Technical Review Fee	\$738 + TBD Technical Review Fee
Re-submission Fee (>2 Technical Submissions)	25% of Permit Fee	25% of Permit Fee

Technical Reviews (Non-Application)

Category	2023	2024
Minor Technical Review Due diligence review, minor technical studies. NOTE: 50% of Fee will be credited to Application Fee if an application is received within 12 months of first Minor Technical Review Submission	\$2,142	\$2,185
Major Technical Review Detailed studies including floodplain analysis, detailed boundary delineation, peer review of existing reports. NOTE: 50% of Fee will be credited to Application Fee if an application is received within 12 months of first Major Technical Review Submission	\$4,080	\$4,162
Re-Submission Fee (>2 Submissions)	25% of Review Fee	25% of Review Fee

Environmental Assessments

Category	2023	2024
Schedule B Class	\$6,650 + Applicable Permit Fee	\$6,783 + Applicable Permit Fee
Schedule C Class	\$9,392 + Applicable Permit Fee	\$9,580+ Applicable Permit Fee

Staff Report

To: Board of Directors

From: Geoffrey Peat, Director, Information Services and Technology

Date: November 16, 2023

Subject

Laser Elevation Data Purchase

Recommendation

That Staff Report No. 59-23-BOD regarding the purchase of laser elevation data for the Lake Simcoe Watershed be received; and

Further that staff's recommendation to award the contract to Toronto and Region Conservation Authority as a collective purchase be approved for a purchase over \$100K.

Purpose of this Staff Report

The purpose of this Staff Report No. 59-23-BOD is to provide the Board of Directors with an overview of the process to purchase elevation data for the Lake Simcoe watershed and to obtain approval from the Board of Directors for the purchase (over \$100K) of Spring 2023 leaf-off elevation data within the Lake Simcoe Watershed.

Background

LiDAR, which stands for Light Detection and Ranging, is a remote sensing method that uses light in the form of a pulsed laser to measure ranges (variable distances) to the Earth. The Conservation Authority's main interest in this data is to create a highly accurate elevation surface to predict where water will flow and accumulate within the Lake Simcoe watershed. Leaf-off LiDAR elevation data is fundamental to the creation of updated, better quality flood hazard mapping, particularly in the urbanized setting of York Region, where flood risks can be higher due to higher population density.

The Conservation Authority retained a company to conduct a fly-over of York Region during leaf-off conditions (Spring 2023) and acquire detailed LiDAR elevation data. (See Attachment 1 for a map of the data capture area.) There are areas within the watershed where older, inaccurate flood models need updating to become more accessible, as well as updating estimated floodplains to engineered floodplains in areas experiencing growth. To update the floodplain models, more accurate elevation data is required. With this new LiDAR elevation

data, staff will be able to create the most accurate elevation surface ever generated for the entire Lake Simcoe watershed. This improved elevation data will support and be the basis of hydrologic and hydraulic flood model updates in the future, improving accuracy and access to flood hazard information.

Access to on-demand LiDAR elevation data for download from the Conservation Authority's web portal will improve customer service delivery and facilitate more accurate early decisions in development processes. Approximately 40% of the LiDAR elevation data capture area is regulated area.

Benefitting stakeholders from this LiDAR elevation data include York Region, Aurora, Newmarket, King, East Gwillimbury, Whitchurch Stouffville and Georgina. The listed municipalities would have access to the LiDAR data as an open-data sharing license will be purchased. It's worth noting that extra LiDAR flight coverage area slightly beyond the York Region boundary will be needed to merge with the provincial LiDAR dataset captured in the Spring of 2022. This will benefit even more municipalities within the Lake Simcoe watershed. The total area of the LiDAR capture in this project is 1315 square kilometers including York Region in Lake Simcoe watershed (946Km²) and additional buffer areas to ensure complete watershed coverage. The total population within the LiDAR capture area is approximately 283,000 (2021).

The Conservation Authority applied for and will receive 50% funding support from the Federal government's Flood Hazard Identification and Mapping Program for this LiDAR procurement project. The Federal funding program is supported by the Province of Ontario and greatly reduces the financial burden to acquire such a key data set. The Federal funding program requested that conservation authorities in the Greater Toronto Area join together to achieve a better economy of scale and lower the price per square kilometer. Toronto and Region Conservation Authority was named as the procurement lead for this collective LiDAR elevation data capture project at the request for proposal process to provide one point of contact with the vendor and the Federal funding program. Figure 2 outlines the costs and areas associated with each partner in the project.

Based on the request for proposal evaluation process conducted by all the above noted agencies, a vendor (Airborne Imaging) was chosen to fly the full 5250 Km² project area in the Spring 2023 during leaf-off and snow free conditions. The LiDAR elevation data is on schedule for delivery to the Conservation Authority in the fourth quarter of 2023.

The table below details areas and costs of the collective Conservation Authority LiDAR procurement project.

Partnering Agencies	Contracted cost	Area captured in 2023 (Km²)
Conservation Authority (inside York Region)	\$101K	1315
Toronto Region Conservation Authority	\$210K	2703
Halton Conservation	\$76K	1010
Credit Valley Conservation	\$34K	433
Total cost	\$421K	5250*
Federal Funding program (50% of cost)	\$421K	
Total project contract cost	\$842K	5250

*Excluding overlapped areas among the partners.

Issues

The purchase of the LiDAR elevation data for Lake Simcoe watershed is a collective procurement where Toronto and Region Conservation Authority completed a full public competitive bid process on behalf of the collective. Through a collective evaluation process, a preferred vendor was chosen. The estimate for this purchase had we proceeded alone and without the Federal funding would have been approximately \$280K. As the collective procurement lead, Toronto and Region Conservation Authority will pay for the entire LiDAR capture project and will invoice the Conservation Authority its portion based on Km² captured. The purchase for this very important data acquisition was included in the Conservation Authority's 2023 approved budget.

Relevance to Conservation Authority Policy

The Conservation Authority's purchasing policy was followed, which required a public competitive bid process as undertaken within the collective procurement for purchases over \$100K.

Impact on Conservation Authority Finances

Funding for this LiDAR data purchase has been confirmed within the 2023 budget, with revenues provided through the deferred funding being held in the GIS mapping program.

Summary and Recommendations

It is therefore **Recommended That** Staff Report No. 59-23-BOD regarding the purchase of laser elevation data for the Lake Simcoe Watershed be received; and **Further that** staff's

recommendation to award the contract to Toronto and Region Conservation Authority as a collective purchase be approved for a purchase over \$100K.

Pre-Submission Review

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

Signed by:

Mark Critch
General Manager, Corporate and Financial
Services/CFO

Signed by:

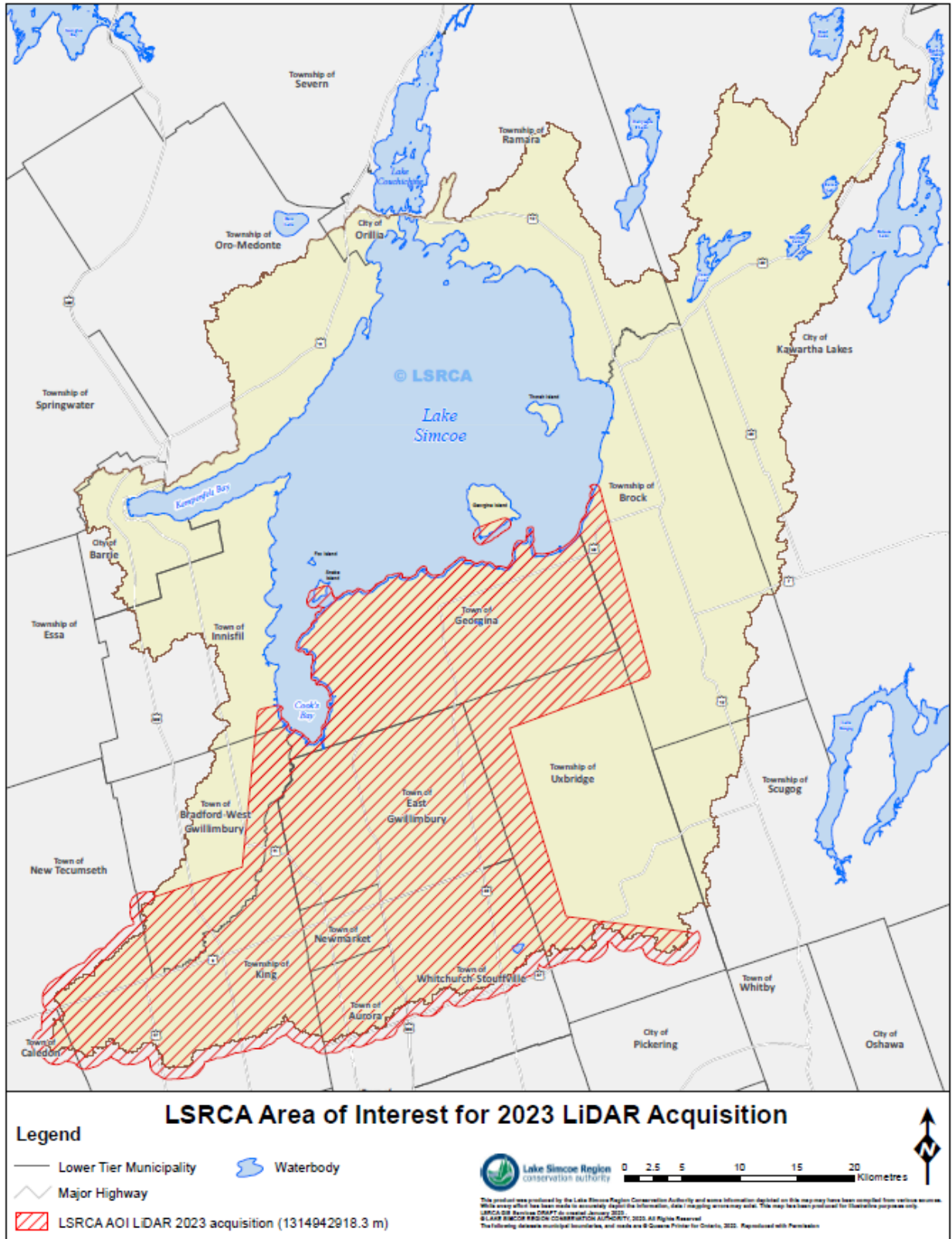
Rob Baldwin
Chief Administrative Officer

Attachments

1. Lake Simcoe watershed map outlining the area of data capture

Attachment 1:

Map of Conservation Authority's area of LiDAR data capture in 2023



Staff Report

To: Board of Directors

From: Geoffrey Peat, Director, Information Services and Technology

Date: November 16, 2023

Subject:

Cyber Security Program Updates

Recommendation:

That Staff Report No. 60-23-BOD regarding the Conservation Authority's cyber security program updates be received for information.

Purpose of this Staff Report:

The purpose of this Staff Report No. 60-23-BOD is to provide the Board of Directors with an overview of the Conservation Authority's cyber security framework, current advancements and future security projects being implemented to protect the Conservation Authority from cybersecurity threats.

Background:

As a knowledge-based organization, the Conservation Authority is completely dependent on its information and data to support decision-making work in many different business areas. Protecting the Conservation Authority's second most important asset (after its people) requires an evolving and expanding cyber security program that puts many layers of defense in place to reduce as many risks as possible to keep the network infrastructure working 24 hours a day, each day of the year. The cyber security program's purposes are to prevent cyber attacks where possible, to keep staff productive in the event of a cyber or natural disaster, and to meet insurance requirements. Cyber attacks come in 4 different areas:

- External threats to the network;
- Endpoint threats to computers, phones and peripherals;
- Email threats (90% of all cyber-attacks are caused by phishing emails); and
- Network firewall attacks.

The cyber security program continuously matures and improves the cyber security effectiveness to protect the Conservation Authority's information and technological assets.

The key goals of this program include:

1. Protecting information and technological assets;
2. Reducing cyber risk;
3. Enhancing cyber security capabilities; and
4. Developing a corporate-wide approach.

To achieve these goals, some guiding principles are in place that help inform governance, development and implementation of security solutions and policies. These guiding principles include:

- Confidentiality, availability, and integrity of information and applications;
- Simplicity;
- Defense in depth; and
- Least privilege access control.

Attachment A outlines the general Cyber Security Framework that the Conservation Authority follows to guide the cyber security program. Attachment B lists the types of cyber security capabilities being focused on to protect information and systems from cyber threats and prepare for business continuity in the event of an incident.

In 2022 the Conservation Authority made a significant \$100K investment to address requirements for cyber security insurance coverage and to increase the overall network security level. A network vulnerability assessment and a cyber security gap analysis assessment were also completed through a one-time \$15K investment from reserves. Recommendations from these assessments identified existing gaps in the cyber security program, some of which were quickly closed without a large budget investment. Other gaps will take more time and expense to close depending on the level of acceptable risk within the existing budget.

2023 Cyber Security Program Accomplishments

Below is a list of accomplishments over the last year thanks to a small but dedicated Information Technology team who found ways to implement some changes relatively quickly.

1. Multifactor authentication on Microsoft login and virtual private network;
2. Endpoint management of all computers and phones;
3. Completion of a Security Gap Analysis and a Vulnerability Scan;
4. Implementation of endpoint detection and response software;
5. Hardening of Network systems, servers and administration roles;
6. Cloud-based server room security developed and tested before putting resources in the cloud server room; and
7. Simulated phishing tests and email phishing training for staff.

Some key projects for 2024 and 2025 include:

1. Backup and disaster recovery plan expansion, fully tested in the cloud and offsite;
2. Work with managed service provider to implement a comprehensive network monitoring system;
3. Ongoing email phishing training and testing;
4. Network server operating system updates and decommissioning of vulnerable servers;
5. Increased documentation of all server firewall rules for many applications and systems; and
6. Endpoint detection and response rules implemented fully.

Staff wishes to acknowledge the support of Richard Leest, Director, Information Technology Services, Corporate Services, at the Region of York, for his guidance on developing the Conservation Authority's cyber security program.

Issues

Cyber security on all computer and information-based businesses around the world continues to be threatened. According to Marsh Insurance, cyber claims were almost three times the value of cyber premiums in 2020 (\$601M vs \$222M). This has led to an increase in cyber insurance requirements to even qualify for coverage, along with an increase in cyber insurance premiums. Continuing to make sound investments in network security will protect the Conservation Authority's information and data and will prevent cyber threats in the future.

Relevance to Conservation Authority Policy:

A cyber security policy is being developed to combat the ever evolving and expanding threat to network infrastructure and information, which is the second most important asset, after people.

Impact on Conservation Authority Finances:

With the number of cyber security claims on the rise (250% increase in claims from 2019 to 2020), so too is the cost of cyber insurance. The increased investment made by the Conservation Authority was and is needed to ensure coverage and protection. Funding for cyber security is ongoing and a permanent part of the Information Services and Technology budget. As depth is added to the cyber security program, an increased in budget in future years may be required to continue to reduce cyber risk. Currently all cyber security projects and expenses are within the 2023 approved budget.

Summary and Recommendations:

It is therefore **Recommended That** Staff Report No. 60-23-BOD regarding the Conservation Authority's cyber security program updates be received for information.

Pre-Submission Review:

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

Signed by:

Signed by:

Mark Critch
General Manager, Corporate and Financial
Services/CFO

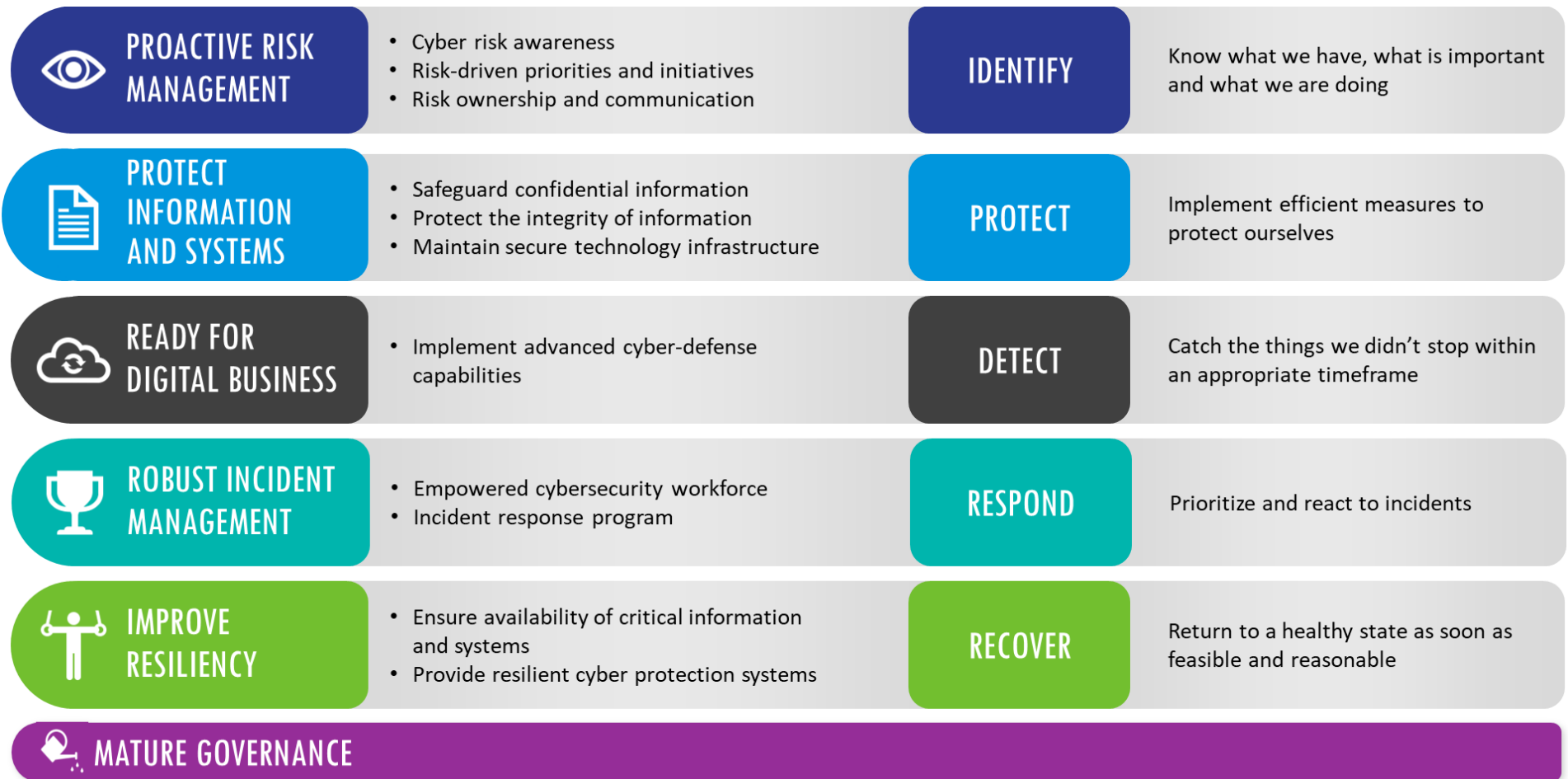
Rob Baldwin
Chief Administrative Officer

Attachments:

- A - General Cyber Security Framework
- B - Types of cyber security capabilities being focused on

Attachment A

The Conservation Authority follows industry best practices using an established **Cyber Security Framework** shown below. This framework provides the business best practices upon which the cyber security program is based. There are the five areas of cyber security (**Identify, protect, detect, respond** and **recover**) that the program activities and capabilities are grouped into. Underlying the cyber security program is governance, which is established but needs to mature with the help of a managed service provider and security consultant.



Attachment B

Cyber Security Capabilities: These are capabilities currently being developing and mapped for the cyber security program. They are broken down into basic, foundational, and organizational controls based on the SANS-20 now known as the Center of Internet Security – Common Security Controls (CIS-CSC) v7 framework. Most of the capabilities in the basic group are covered, and focus in 2023 has been on the foundational capabilities. As the cyber security program and capabilities mature, focus will be more on the organizational group to increase capabilities maturity level, with special focus on process and people involved in cybersecurity. The graphic below also maps these controls back to the framework mentioned in Attachment 1 (**identify, protect, detect, respond and recover**).

