

# Transformation – Status Report

Board of Directors

May 23, 2025

Rob Baldwin, CAO



**Lake Simcoe Region**  
conservation authority



Member of Conservation Ontario

# Transformation

2022-2024





**OUR VISION:**  
**HEALTHY LAKE, HEALTHY**  
**LAND, HEALTHY LIFE...FOR**  
**GENERATIONS TO COME.**

**OUR MISSION:**

**WE COLLABORATE TO**  
**PROTECT AND RESTORE**  
**THE LAKE SIMCOE**  
**WATERSHED WITH**  
**INNOVATIVE RESEARCH,**  
**POLICY AND ACTION.**



# Our Values



Optimism



Inclusivity



Innovation



Integrity



Accountability

# 2024 HIGHLIGHTS

# 1

## Strategic Direction One



## Champion Watershed Health and Climate Resilience

- Reviewed 97% of development applications within legislated timelines.
- Issued 22 flood messages. No flood watches or warnings required.
- Commented on 1,248 regulation applications and reviewed 1,716 property inquiries.
- Implemented 100% of Source Protection Plan policies, with all risk management plans in place.
- Restored 33 hectares of land through the completion of 101 restoration projects.



# 2 Strategic Direction Two

## Drive Evidence-Based Decision-Making

- Collected 245 aquatic plant samples across the Lake.
- Implemented 92% of recommendations from existing subwatershed plans.
- Considered a leading Authority for providing a secure open data portal.
- Implemented 56% of internal climate change recommendations and continued supporting municipal climate crisis actions with partner municipalities.
- Reduced 19% of corporate carbon emissions since our baseline year, 2016.

# 3

## Strategic Direction Three



# Spark a Passion and Action for Nature

- 186,000 people visited conservation areas, improving their physical and mental health.
- Engaged Indigenous communities on planning for the 890-hectare Lake Simcoe Conservation Preserve.
- Developed extensive partnerships across all sectors to reduce road salt, manage stormwater and advance watershed research.
- Increased following across all social media platforms
- Capitalized on digital channels, media and direct contact to increase visibility and awareness of programs and services.
- Increased revenue and education program growth.



# 4

## Strategic Direction Four



### Advance Organizational Effectiveness and Excellence

- Completed 2024 budget transition
- Completed and received unanimous support for Asset Management Financial Strategy and maintained balanced budgets with clean audits.
- Improved internal, enabling services satisfaction rating
- Fulfilled all Bill 229 requirements.
- Met all legislative requirements, including staff training and Freedom of Information obligations.
- Advanced Scanlon Creek Nature Centre as a fully accessible, net-zero facility.



# 5 Strategic Direction Five: Nurture People and Talent



- 74% of staff have worked with us for 5 years or more
- Experienced lower than average staff turnover
- Advanced WSIB Health and Safety Program (3 modules complete) with strong staff engagement.
- Promoted staff training and conference participation, with experts presenting at events and publishing on watershed science and research.
- Experience a high rate of staff attendance at monthly all-staff meetings.



# Principles of Transformation 2022-2024

- Plan was to develop internally by and for staff
  - To capitalize on staff expertise and corporate knowledge
  - To build ownership among staff
- Shifted our focus from outputs to outcomes
  - We worked to answer the “So What?”
- To build resilience so we can successfully navigate significant change:
  - Climate, social and political landscape, demographics, growth challenges and structural changes



# Transformation 2022 – 2024 Recap

**We strengthened efficiency, advanced initiatives and solidified our position as a solutions-driven leader.**

- Invested in network and cyber security
- Advanced programs and partnerships
- Progressed to construction on the new Nature Centre
- Lead in Accessibility for Ontarians with Disabilities Act compliance
- Pioneered cutting-edge lake nutrient science and research
- Pursued multiple avenues of policy advocacy
- Built business opportunities into successful new Category 2 programs
- Generated new and sustainable sources of revenue
- Met legislative changes under Bills 229 and 23.



# Looking Ahead

- Continuing work on a reporting dashboard
  - Will be published online in 2025
- Completing construction of New Nature Centre
  - Developing business and operations plan
- Advancing plans for the Lake Simcoe Preserve
  - Engagement work will begin this year
- Continuing critical lake ecology research
  - Developing a new model to explore the role of invasive mussels on nutrient cycling



# Looking Ahead

- Developing a framework to help guide and build stronger, respectful and reciprocal Indigenous relationships
- Beginning development of a Talent Management Strategy
- As part of our Digital Transformation Strategy
  - Moving forward with the creation of an internal online business portal
  - Further developing internal knowledge and skills to harness the power of AI



# Looking Ahead

- Beginning foundational work to prepare for Rebranding
  - Tied to celebration of our 75<sup>th</sup> anniversary (2026)
- Examining Flood and Low Water Response protocols
- Finalizing work on watershed health indicators
- Continuing critical relationship building and advocacy efforts with new government leaders

