



Lake Simcoe Region
conservation authority

Board of Directors
Meeting No. BOD-06-25
Friday, December 5, 2025
9:30 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 19, 2025

120 Bayview Parkway, Newmarket

Lake Simcoe Conservation Foundation

Annual Conservation Dinner

Wednesday, June 10, 2026

The Manor at Carrying Place

16750 Weston Road, King

Lake Simcoe Conservation Foundation

8th Annual Invitational Golf Tournament

Monday, August 24, 2026

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

I. Acknowledgement of Indigenous Territory

II. Declarations of Pecuniary Interest or Conflict of Interest

III. Approval of Agenda

Pages 1 - 4

Recommended: That the content of the Agenda for the December 5, 2025 meeting of the Board of Directors be approved as presented.

IV. Adoption of Minutes

a) Board of Directors

Pages 5 - 11

Included in the agenda is a copy of the minutes of the Board of Directors' Meeting, No. BOD-05-25, held on Friday, September 26, 2025.

Recommended: That the minutes of the Board of Directors' Meeting, No. BOD-05-25, held on Friday, September 26, 2025, be approved as circulated.

V. Announcements

VI. Deputations

a) Responding to Water Soldier in Lake Simcoe

Pages 12 - 29

Mr. Colin Cassin, Executive Director, Invasive Species Centre, will make a deputation on behalf of the Lake Simcoe Water Soldier Working Group regarding Responding to Water Soldier in Lake Simcoe.

Recommended: That the deputation by Mr. Colin Cassin, Executive Director, Invasive Species Centre, on behalf of the Lake Simcoe Water Soldier Working Group, regarding Responding to Water Soldier in Lake Simcoe be received for information.

VII. Presentations

a) Third Quarter 2025 Financial Report and Year-end Forecast

Pages 30 - 42

Director, Finance, Katherine Toffan, will provide an overview of the Third Quarter 2025 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 Director, Finance, Katherine Toffan on the Third Quarter 2025 Financial Report and Year-end Forecast be received for information.

Staff Report No. 35-25-BOD regarding the Third Quarter 2025 Financial Report and Year-end Forecast is included in the agenda.

Recommended: That the Staff Report No. 35-25-BOD regarding the Conservation Authority's Third Quarter 2025 Financial Report and Year-end Forecast be received for information.

b) Phosphorus Loads to Lake Simcoe Update - 2021-2023

Pages 43 - 45

Director, Watershed Science and Monitoring, David Lembcke, will provide an overview of the 2021-2023 Phosphorus Loads Report. 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, Watershed Science and Monitoring, David Lembcke, regarding the 2021-2023 Phosphorus Loads Report be received for information.

Staff Report No. 36-25-BOD regarding the 2021-2023 Phosphorus Loads Report is included in the agenda.

Recommended: That the Staff Report No. 36-25-BOD regarding the 2021-2023 Phosphorus Loads Report be received for information.

c) Bill 68 and the Proposed Consolidation of Conservation Authorities

Chief Administrative Officer, Rob Baldwin, will provide an overview of the Province's proposed consolidation of 36 conservation authorities into seven regional conservation authorities. 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 Chief Administrative Officer, Rob Baldwin, regarding an overview of the Province's proposed consolidation of 36 conservation authorities into seven regional conservation authorities be received for information.

VIII. Hearings

There are no Hearings scheduled for this meeting.

IX. Determination of Items Requiring Separate Discussion

(Reference Page 4 of the agenda)

X. Adoption of Items not Requiring Separate Discussion

XI. Consideration of Items Requiring Separate Discussion

XII. Closed Session

There are no Closed Session items for this meeting.

XIII. Other Business

Next Meeting

The next meeting of the Board of Directors will be held on Friday, December 19, 2025. 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. Scanlon Creek Nature Centre Construction and Project Budget Update

Pages 46 - 50

Recommended: That Staff Report No. 37-25-BOD regarding an update on the construction progress and project budget for the Scanlon Creek Nature Centre be received for information.

2. Projected Operating Costs for the new Nature Centre at Scanlon Creek Conservation Area

Pages 51 - 53

Recommended: That Staff Report No. 38-25-BOD regarding the projected operating costs for the new Nature Centre be received and incorporated into the draft 2026 Budget.

Lake Simcoe Region Conservation Authority

Board of Directors' Meeting

Board of Directors' Meeting No. BOD-05-25

Friday, September 26, 2025

120 Bayview Parkway, Newmarket

Meeting Minutes

Members Present

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

Members Absent

Councillor J. Gough, Councillor D. Le Roy, Councillor E. Yeo

Staff Present

R. Baldwin, T. Barnett, R. Bolton, A. Brown, S. Connor, M. Critch, A. Cullen, P. Davies, B. Ginn, D. Goodyear, N. Hamley, D. Lembcke, G. MacMillan, G. Peat, B. Piotrowski, C. Sharp, B. Thompson, K. Toffan, K. Yemm

Guests Present

P. Accardi, S. He, R. Larock

I. Land Acknowledgement

Mayor Lovatt 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.

II. Declarations of Pecuniary Interest or Conflict of Interest

None noted for the meeting.

III. Approval of Agenda

Moved by: F. Drodge

Seconded by: M. Thompson

BOD-083-25 **Resolved That** the content of the Agenda for the September 26, 2025 meeting of the Board of Directors be approved as presented. **Carried**

IV. Adoption of Minutes

a) Board of Directors' Meeting

Moved by: A. Eek

Seconded by: B. Garrod

BOD-084-25 **Resolved That** the minutes of the Board of Directors' Meeting, No. BOD-04-25, held on Friday, July 25, 2025 be approved as circulated. **Carried**

V. Announcements

- a) CAO Rob Baldwin reminded Board members that the 2025 Annual Conservation Awards ceremony is coming up on October 7th in Newmarket.
- b) CAO Rob Baldwin advised that staff have now presented Chloride in the Lake Simcoe Watershed to several municipal Councils. Presentations have been well received with lots of great questions being asked, and most Councils have passed resolutions regarding lowering salt use and requesting legislation around limited liability.
- c) Senior Director, Communications and Engagement, Kristen Yemm, was pleased to advise that on September 20th, staff held their 2nd Park Prescription (PaRx) event at Scanlon Creek Conservation Area. Staff were pleased to mark this year's event with the unveiling of a wind phone. Originating in Japan, the Wind Phone, a disconnected rotary phone placed in a quiet natural setting, offers a space where people can connect with loved ones they have lost. It provides a meaningful and peaceful place for reflection, remembrance, and emotional healing.

VI. Presentations

a) Status Update on the North York Durham Sewage System Expansion Project

The Regional Municipality of York's Manager of Engineering, Shu He, provided a status update on the North York Durham Sewage System Expansion Project. For some background, Mr. He advised that from 2009 to 2014 York Region completed the Upper York Sewage Solutions Individual Environmental assessment project to accommodate the growth in the Upper York area including East Gwillimby, Newmarket and Aurora. The environmental assessment recommended a Lake Simcoe based wastewater servicing solution including a Water Reclamation Center and upgrades to the existing York Durham Sewage System. While the Province was satisfied with the studies and the consultation processes, no decision was made until the Province enacted the *York Region Wastewater Act* in October 2021, with the purpose

of putting the Upper York Sewage Solutions environmental assessment project on hold to allow the Province to propose an alternative solution to service the Upper York area.

In November 2022, the Province enacted the *Supporting Growth and Housing in York and Durham Regions Act*, and with that cancelled the Upper York Sewage Solutions environmental assessment project and directed the York and Durham Regions to deliver a Lake Ontario based wastewater servicing solution. Mr. He reviewed the project's milestones, noting that substantial completion is expected for the fourth quarter of 2030.

To view this presentation, please click this link: [North York Durham Sewage Solutions Expansion Project Update](#)

Moved by: T. Roy-DiClemente

Seconded by: E. Jolliffe

BOD-085-25 **Resolved That** the presentation by the Regional Municipality of York's Manager of Engineering, Shu He, regarding a status update on the North York Durham Sewage System Expansion Project be received for information. **Carried**

b) Blue-green Algal Blooms on Lake Simcoe

Limnologist, Dr. Brian Ginn, presented an update on blue-green algae on Lake Simcoe. Since the presentation of late summer 2024, the Conservation Authority's Science team has been investigating possible non-nutrient causes behind the 2024 algal bloom, as well as the presence of an algal layer in July and September 2025. In addition, staff have been working on a pilot project for sharing blue-green information from the lake with regional and municipal partners to develop an early-warning system that conditions favourable to blue-green algal bloom development may be occurring.

To view this presentation, please click this link: [Blue-green Algal Blooms on Lake Simcoe](#)

Moved by: A. Courser

Seconded by: C. Pettingill

BOD-086-25 **Resolved That** the presentation by Limnologist, Dr. Brian Ginn, regarding an overview and timeline of the blue-green algal blooms found on Lake Simcoe be received for information. **Carried**

c) Scanlon Creek Nature Centre Building Progress

Director, Conservation Lands Phil Davies, provided an overview of the progress made to date on the new Nature Centre being built at Scanlon Creek Conservation Area, noting the building will be fully accessible, barrier-free, inclusive and welcoming to all. This new building will replace the Conservation Authority's existing outdoor education facility and will be used for school-aged

children programming, as well as community partner meetings and professional development. The official opening is planned for September 2026.

To view this presentation, please click this link: [Scanlon Creek Nature Centre Progress Update](#)

Moved by: P. Ferragine

Seconded by: S. Harrison-McIntyre

BOD-087-25 **Resolved That** the presentation by Director, Conservation Lands Phil Davies, regarding progress made on the new Nature Centre at Scanlon Creek Conservation Area be received for information. **Carried**

d) Leveraging nature-based solutions to build climate resilience in the Lake Simcoe watershed

Manager, Watershed Plans and Strategies, Bill Thompson, provided a presentation on the use of nature-based solutions to build climate resilience in the Lake Simcoe watershed, noting that climate change is emerging as a significant driver of the health of Lake Simcoe and its watershed. Conservation Authority staff participate in several municipal working groups and roundtables, where information and resources are shared related to climate change and its effects on flooding, stormwater management, and urban heat. Through this work and the ongoing implementation of climate resilience strategies, staff have been building expertise in nature-based approaches to climate action.

Nature-based approaches represent an extension of the work already being done by the Conservation Authority in the areas of owning and managing natural areas, commenting on municipal policy and planning applications to protect natural features, as well as in restoration and afforestation programs that aim to increase natural cover in the Lake Simcoe watershed.

As this expertise develops, staff have been sharing it with municipal colleagues through a combination of case studies and workshops, hoping to strengthen the understanding of how nature-based solutions can contribute to climate resilience locally.

To view this presentation, please click this link: [Nature-Based Climate Resilience Solutions](#)

Moved by: S. Harrison-McIntyre

Seconded by: T. Roy-DiClemente

BOD-088-25 **Resolved That** the presentation by Manager, Watershed Plans and Strategies, Bill Thompson, regarding the use of nature-based solutions to build climate resilience in the Lake Simcoe watershed be received for information. **Carried**

Included in the agenda was Staff Report No. 31-25-BOD regarding the use of nature-based solutions to build climate resilience in the Lake Simcoe watershed.

Moved by: S. Harrison-McIntyre

Seconded by: T. Roy-DiClemente

BOD-089-25 **Resolved That** Staff Report No. 31-25-BOD regarding the use of nature-based solutions to build climate resilience in the Lake Simcoe watershed be received for information. **Carried**

e) Administrative Offices - Permeable Parking Lot Upgrade

Manager, Restoration, Christa Sharp, provided an overview of the new permeable pavement area at the Conservation Authority's Mabel Davis offices, noting that the Conservation Authority continues to implement projects through offsetting policies that address loss of natural heritage features (ecological offsetting), groundwater recharge deficit (water balance recharge offsetting), and post development phosphorus loads (phosphorus offsetting). This project to upgrade an existing 245 square metre section of permeable parking lot which needed replacement addresses infiltration of water and filtration of contaminants. The previous installation of interlocking blocks was deteriorating and was no longer functioning as required.

The product used was Dream Pave, a resin-bound permeable paving product, that is expected to resist salts, is easily maintained and will allow for infiltration. Dream Pave supplied and installed the product at no cost to the Conservation Authority as a demonstration site. This was valued at \$58,000. In lieu of a donation receipt, Dream Pave requested an educational sign to highlight the product, as well as a one-year monitoring report. The site preparation work funded through the Conservation Authority's offsetting programs was approximately \$30,000.

To view this presentation, please click this link: [Administrative Offices Permeable Parking Area Upgrade 2025](#)

Moved by: M. Quirk

Seconded by: I. Lovatt

BOD-090-25 **Resolved That** the presentation by Manager, Restoration, Christa Sharp, regarding an overview of the new permeable pavement area at the Conservation Authority's Mabel Davis offices be received for information. **Carried**

Included in the agenda was Staff Report No. 32-25-BOD regarding the new permeable pavement area at the Conservation Authority's Mabel Davis offices.

Moved by: M. Quirk

Seconded by: I. Lovatt

BOD-091-25 **Resolved That** Staff Report No. 32-25-BOD regarding the Conservation Authority's Administrative Offices Permeable Parking Lot Upgrade 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

X. Adoption of Items not Requiring Separate Discussion

Items No. 1 and 2 were identified under items not requiring separate discussion.

Moved by: S. Harrison-McIntyre

Seconded by: P. Ferragine

BOD-092-25 **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-093-25 **Resolved That** Correspondence item a) be received for information. **Carried**

2. Auditor Selection

BOD-094-25 **Resolved That** Staff Report No. 33-25-BOD regarding the Request for Proposal for External Audit Services be received; and

Further that the recommendation to appoint BDO Canada LLP to provide external audit services for a five-year term starting with fiscal year ending 2025 be approved. **Carried**

XI. Consideration of Items Requiring Separate Discussion

No. items were identified under items requiring separate discussion.

XII. Closed Session

Confidential Staff Report No. 34-25-BOD was provided to Board members prior to the meeting. Chair Riepma determined there were no questions or comments on the report, and accordingly, the Board endorsed the confidential staff report without moving into Closed Session.

a) Confidential Human Resources Matter

Moved by: C. Pettingill

Seconded by: T. Vegh

BOD-095-25 **Resolved That** Confidential Staff Report No. 34-25-BOD regarding a confidential human resources matter be received; and

Further that the recommendations contained within the staff report be endorsed. **Carried**

XIII. Other Business

- a) Chair Riepma advised that the next meeting of the Board of Directors will take place on Friday, November 28, 2025. There will also be a Source Protection Authority meeting that day at 9:00 a.m., with the regular Board of Directors' meeting immediately following. These meetings will be held in the Conservation Authority's Administrative Offices.

XIV. Adjournment

Moved by: T. Roy-DiClemente

Seconded by: C. Pettingill

BOD-096-25 **Resolved That** the meeting be adjourned at 11:15 a.m. **Carried**

Original to be signed by:

Councillor Clare Riepma
Chair

Original to be signed by:

Rob Baldwin
Chief Administrative Officer



Responding to Water Soldier in Lake Simcoe

November 28, 2025

Invasive Species Centre and Ontario Federation of Anglers
and Hunters Foundation on behalf of the Lake Simcoe Water
Soldier Working Group

Water Soldier Detection in Lake Simcoe

- Water soldier is an aquatic invasive species native to Europe and Northwest Asia
- First detected in North America in the Trent-Severn Waterway in Trent Hills (2008)
- In 2024, ~40 floating plants were detected in outside Young's Harbour
- Initial shoreline surveying in 2024 determined:
 - Large well-established infestation
 - Spatially limited to Cook's Bay between Holland River and Keswick (6 kms)



Lake Simcoe Water Soldier Working Group

Purpose: a collaborative effort to support water soldier surveillance, monitoring and response in Lake Simcoe, and explore options to reduce impacts of this new plant.

Focuses:

- Communications and outreach
- Monitoring plan development & implementation
- Control plan development & partnership identification

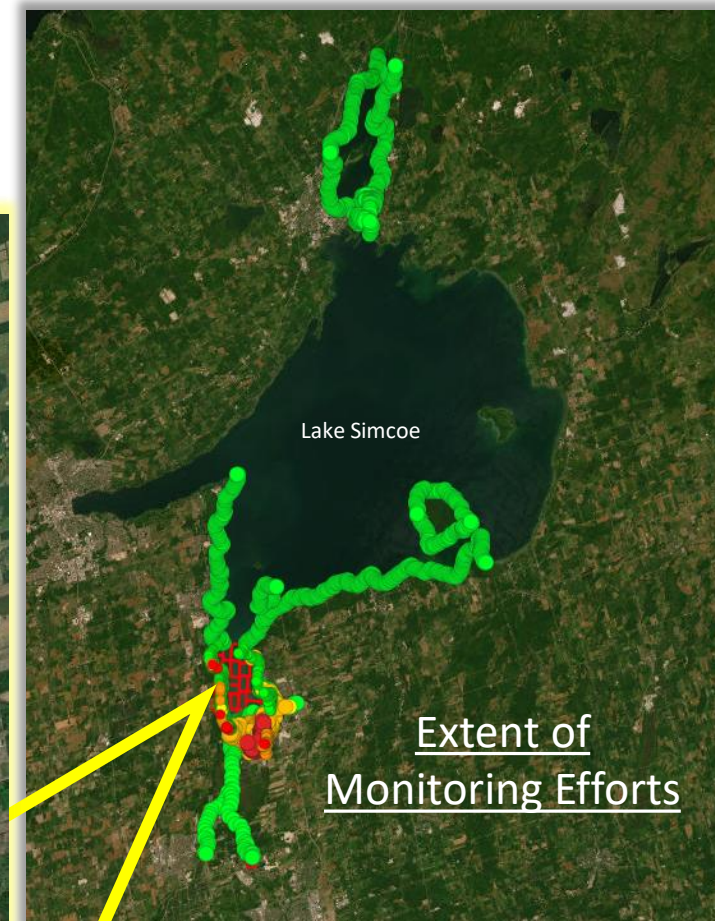
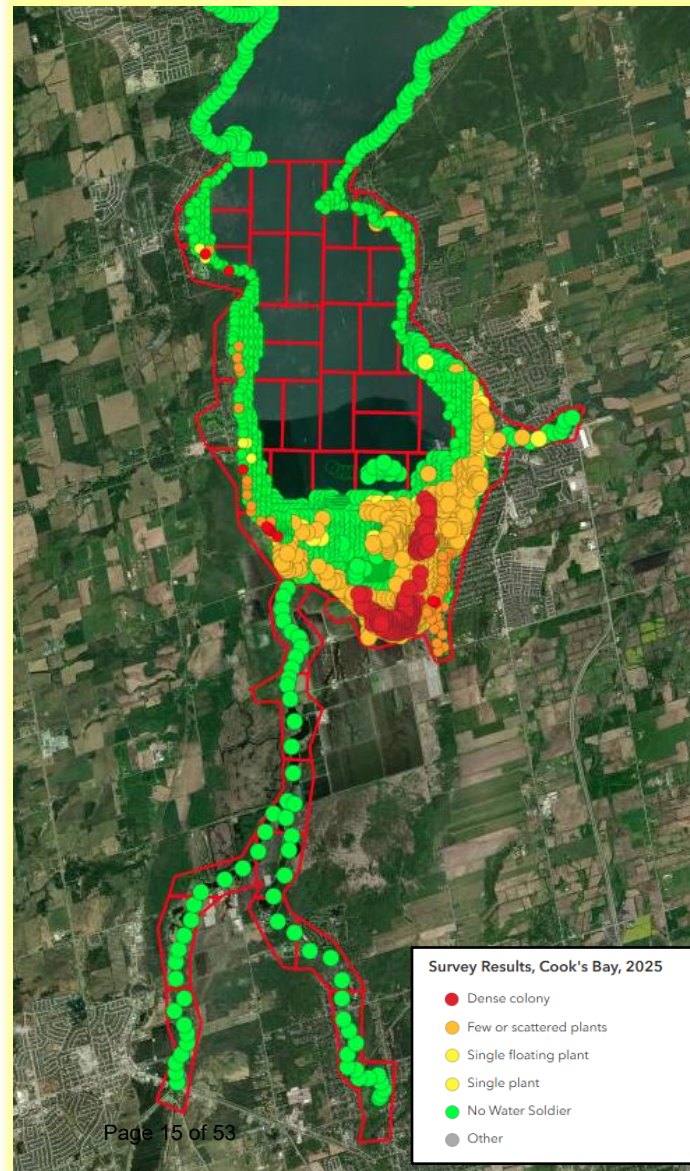
Working group membership:

- New members welcome! Please email Kchurch@invasivespeciescentre.ca



Monitoring 2025 Findings

- Inter-agency monitoring team made up of various organizations:
 - Chippewas of Rama First Nation
 - Chippewas of Georgina Island First Nation
 - OFAH Foundation
- Monitored over 5,000 ha of Lake Simcoe
- Completed over 3,000-point intercepts
- No plants found in the Holland River
- **~450 ha** of water soldier was found in Cook's Bay



Water Soldier Lake Simcoe Photos



Dense Water soldier colony emergent and submergent form Lake Simcoe, 2025



Dense Water soldier colony emergent and submergent form drone photo
page 60
Ducks Unlimited Lake Simcoe, 2025

Water Soldier Impacts to Lake Simcoe



Impacts to Lake Simcoe's Health

Disrupting progress that has been done to improve the lake health

Increase stagnant water which lead to algae blooms

Decrease native plant biodiversity



Impacts to Lake Simcoe's Recreation

Dense mats inhibits recreational activities such as

- Swimming
- Boating
- Angling
- Water skiing
- Waterfowl hunting

Sharp serrated leaves make it hard to handle WS plants



Impacts to local landowners and users of the lake

Local farmers irrigation (Holland Marsh Famers)

Township water intakes

Waterfront properties access

Recreational access

We are at a critical juncture ...

- Plants are contained to Cook's Bay (2025) for now, but spread risk is increasing
- Action is essential to prevent further expansion
- No single agency can manage this alone – cross agency coordination is required
- The working group's combined expertise and shared response capacity are key to success



Key Needs for Water Soldier in 2026

Developing an Integrated Management Plan that includes the following:

Prevention

- Communication, Outreach, and Education
- Public and stakeholder engagement

Detection/Monitoring

- Increased surveillance and monitoring

Management Options

- Collective agency support

Funding

- Securing consistent funding
- Establishing clear timelines, defined goals and milestones



Lake Simcoe Region Conservation Authority Collaboration – Water Soldier Working Group

Coordination

- Identifying strategic partners
- Providing a forum for communications with municipalities

Communications

- Notifications to local landowners, agricultural communities, etc.
- Outreach opportunities

GIS Expertise

- Centralized data to support rapid response
- Potential treatment polygons

Integrate Existing Monitoring

- Information sharing
- Identification and sampling training for water soldier
- Explore opportunities to integrate water soldier monitoring in existing programs

Future Direction

Fall 2025/Winter 2026

- Continue Lake Simcoe Water Soldier Working Group - recruit new members
- Continue communication and outreach with the public and key stakeholders

Winter/Spring 2026

- Integrated Management Plan is a work in progress: collecting data, reviewing current knowledge
- Establish management options – what is feasible and practical
- Evaluate risks and benefits – ecological, operational, and social considerations
- Seeking feedback – from working group members, stakeholders, and experts
- Establish coordinated action for the coming years

Questions for Discussion

Roles:

- Are there existing programs of LSRCA or your municipality that could support monitoring, response or outreach?
- What role do you see LSRCA or your municipality playing in water soldier prevention and management?

Resources and Contributors:

- What resources (staff, equipment, funding) could you contribute?
- Are there opportunities to leverage municipal partnerships or networks?

Communication and Outreach:

- How can municipalities help engage local residents, property owners or recreational users

Questions for Discussion Continued

Coordination and Collaboration:

- What mechanisms could help coordinate efforts between your municipality and other agencies?
- Are there lessons learned from other invasive species/ environmental issues that could be applied here?

Barriers and Support Needs:

- What challenges do you foresee?
- What support would help your participation?



Colin Cassin

Executive Director

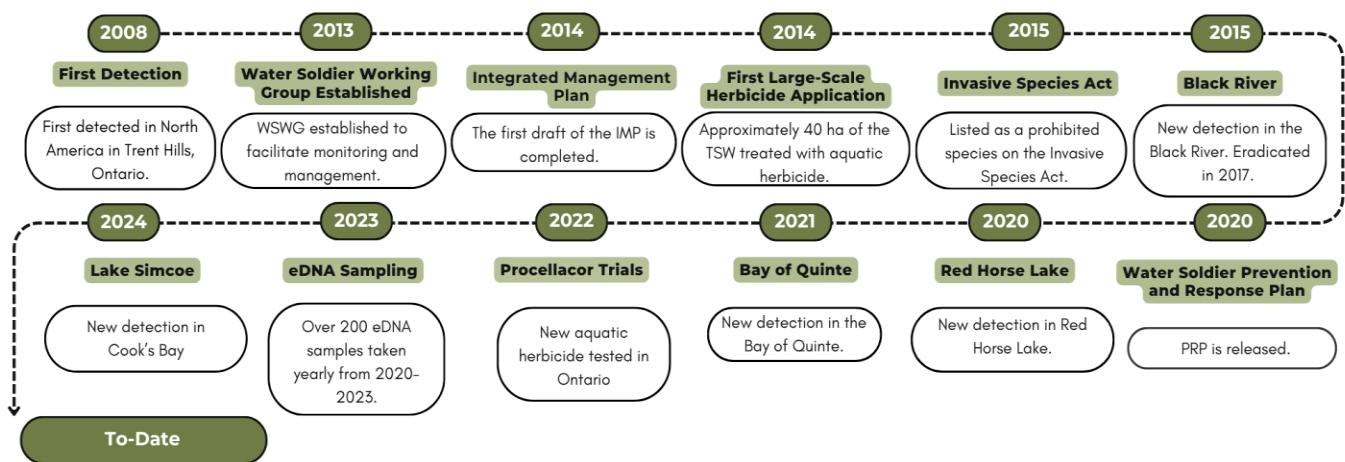
ccassin@invasivespeciescentre.ca

705-541-5790

Responding to Water Soldier in Lake Simcoe – Supporting Document

Water soldier is an invasive aquatic perennial plant native to Europe and Northwest Asia. The timeline below highlights key milestones in Ontario.

Water Soldier in Ontario Timeline



- Water soldier is currently being monitored and managed in:
 - **Trent-Severn Waterway** - lead by Parks Canada
 - **Red Horse Lake** - lead by Cataraqui Region Conservation Authority
 - **Bay of Quinte** – lead by Quinte Conservation Authority
 - **Private ponds** – 20 pond reported over 9 years, 14 of those have been eradicated – lead by the OFAH Foundation
- Water soldier was detected in the Black River in 2015 and later eradicated in 2017
- To prevent the further spread and introduction of this unwanted invader in the province, Ontario has regulated water soldier as a prohibited invasive species under the *Invasive Species Act, 2015*.
- The [Ontario Ministry of Natural Resources](#) has developed a prevention and response plan to enable people and organizations to undertake low risk activities to monitor, control, and in some cases eradicate these invasive plants without the need for an authorization under the Invasive Species Act, 2015. The plan also includes detailed best management practices for water soldier. To view the prevention and response plan for water soldier, follow this link: [Water Soldier Prevention and Response Plan PDF](#)

WATER SOLDIER

Stratiotes aloides

PROHIBITED INVASIVE SPECIES
ONTARIO'S INVASIVE SPECIES ACT

Plant Type: Submerged, but often becomes semi-emergent during summer months

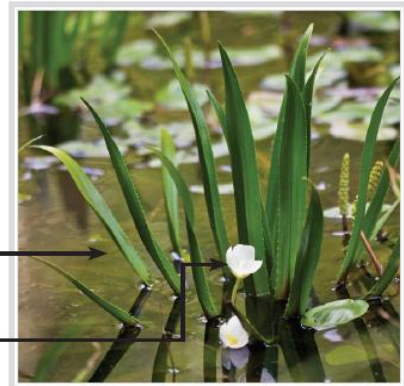
Leaves can reach up to 40 cm long, are sword-shaped, bright green, with sharp spines, and form a large 'rosette' or group of leaves arranged in a circle



Flowers are white with three petals

Plants produce offsets, a smaller version of the adult plant

VISIT
invadingspecies.com



OR SCAN HERE
to learn more



Impacts of Water Soldier

- Forms dense mats of floating vegetation, creating stagnant waters
- Crowds out native vegetation resulting in decreased plant biodiversity.
- Has the potential to alter surrounding water chemistry, which may harm phytoplankton and other important aquatic organisms.
- Dense floating mats of water soldier can hinder recreational activities, such as boating, angling, and swimming.
- Sharp serrated leaf edges can cut swimmers and individuals who handle water soldier plants. Caution should be taken if you come in contact with the plant.

Detection in Lake Simcoe

- On July 1, 2024, ~40 floating plants were detected outside Young's Harbour
- On July 15-19, 2024, Parks Canada, MNR, OFAH Foundation, the Invasive Species Centre (ISC), and LSRCA conducted a rapid response survey. Results found:
 - Large well-established infestation
 - Spatially limited to Cook's Bay between Holland River and Keswick (6 kms)
 - Extensive along 3.8 kms of shoreline
 - Scattered single floating plants along an additional 2.2 kms
- Extent of infestation from the shoreline was unknown

Water Soldier Lake Simcoe Sub Committee

Created as a sub-working group in February 2025, the Lake Simcoe Sub Committee is a collaborative effort to support water soldier surveillance, monitoring and response in Lake Simcoe, and explore options to reduce impacts.

The group focuses on:

- Communication and outreach
- Monitoring plan development and implementation
- Control plan development and partnership identification

Current Members:

- Chippewas of Georgina Island First Nation
- Chippewas of Rama First Nation
- Lake Simcoe Regional Conservation Authority
- Ministry of Natural Resources
- Ontario Federation of Anglers and Hunters Foundation
- Invasive Species Centre
- Town of Georgina
- York Region
- Ducks Unlimited
- Town of Innisfil
- Parks Canada

New members are welcome. Please email Katie Church

kchurch@invasivespeciescentre.ca

Water Soldier Monitoring 2025

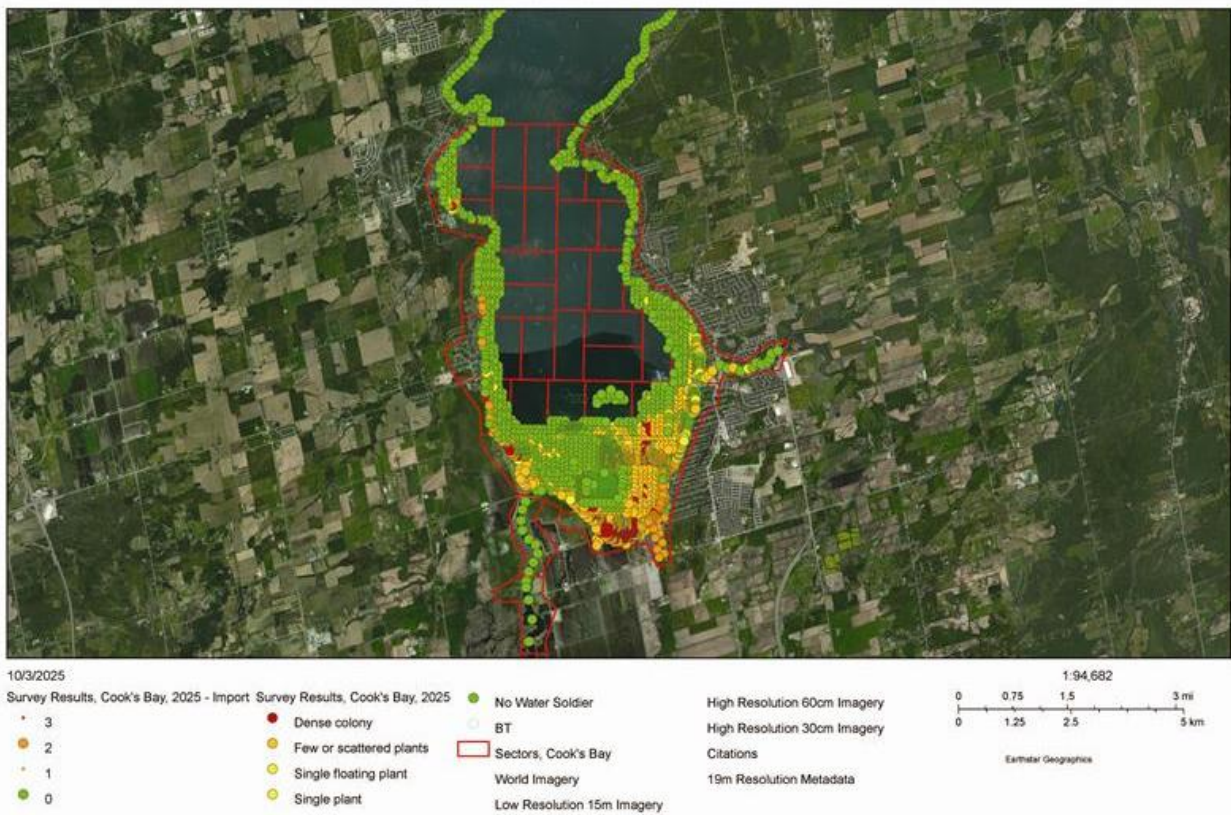
Monitoring was implemented from June to September and addressed areas on Lake Simcoe with ideal growing conditions for water soldier. Areas included the entire shoreline of Cook's Bay, Fox Island, Snake Island, Georgina Island and the most northern points of Lake Simcoe.

2025 Findings:

- ~450 hectares of WS infested area found in Cook's Bay
- Plants found as north as north as Balfour Beach (east side) and De Grassi Point (west side) in Cook's Bay
- Infestation has stayed with in Cook's Bay
- No plants found in the Holland River

Water Soldier Monitoring 2025 - Results





Overview - Water Soldier Monitoring 2025



Outreach in the Lake Simcoe Watershed - 2025

- Attended 14 events on and around Lake Simcoe
 - Paddle with a Purpose
 - Engaging with recreationists at Provincial PP, Marina's, Locks, fishing tournaments
 - Water Soldier Open House/Info session
- 9 Local media articles
- 2 Media videos (CBC, CTV)
- Social media campaigns
 - 'Water Soldier Wednesday'
 - Lake Simcoe Outdoors Fishing Forum
 - The Jumbo Perch Throwdown Facebook page
- Engaged with local Members of Parliament
 - MP Mantle created a petition – calls on the federal government to do three things:
 - List or identify water soldier as an invasive species
 - Nominate a single federal department to take responsibility
 - Allocate sufficient funding to take on remediation efforts

Water Soldier Management Approaches in Ontario

Currently Available Water Soldier Management Techniques	
Manual Removal	
	<ul style="list-style-type: none"> • Small patches (<0.25 ha) • Labour intensive • Plants are sharp • Return visits required
Herbicide Application	
	<ul style="list-style-type: none"> • Large populations (>0.5 ha) • Use of Reward (diquat) or ProcellacorFX aquatic herbicide in the Fall • Timing avoids impacts to native plants and fish habitat • Two annual treatments required for Diquat (2 years)
Mechanical Removal	
	<ul style="list-style-type: none"> • Very labour intensive (e.g., ~ 1 acre in 7 days) • Contributes to spread • Disposal of plants is a challenge (90 cubic yards/acre = 5-9 dump truck loads) • Water depth is often limiting
Shade Cloth Enclosures	
	<ul style="list-style-type: none"> • Small populations (<0.1 ha) • Shade cloth tested on 3 populations for 2 month period (10x10 plots) • 99-100% biomass reduction

Staff Report

To: Board of Directors

From: Katherine Toffan, Director, Finance

Date: November 28, 2025

Subject:

Third Quarter 2025 Financial Report and Year-end Forecast

Recommendation:

That Staff Report No. 35-25-BOD regarding the Conservation Authority’s Third Quarter 2025 Financial Report and Year-End Forecast be received for information.

Purpose of this Staff Report:

The purpose of this Staff Report No. 35-25-BOD is to provide a summary of financial activities for the period ending September 30, 2025, as they relate to the 2025 Budget. Staff have also used this report to review the Conservation Authority’s forecasted year-end financial position, along with high level issues and trends that staff have observed through September 30, 2025.

Background:

The Budget Status Reports have been developed for the use of the Board and management and provides a status update on the programs and projects that fall under the Conservation Authority’s seven service areas: Corporate Services, Ecological Management, Education and Engagement, Greenspace Services, Planning and Development Services, Water Risk Management and Watershed Studies and Strategies.

Issues:

The Corporate Budget Status report attached in Appendix 1 presents a surplus position of \$185K on September 30, 2025, down from \$308K in the Q2 financial report. The drivers of this surplus are outlined in the following table:

Service Area	Surplus/ (Deficit)	Drivers
Corporate Services	356K	Salary gapping from an open position in Communication and now filled positions in Human Resources and Finance. Timing on engaging work for talent management.
Ecological Management	1K	In-line with expected year to date budgets.

Service Area	Surplus/ (Deficit)	Drivers
Education and Engagement	(12K)	School programming revenues are down slightly to the year-to-date budget. Board registrations are lower than prior years.
Greenspace Services	(28K)	Overage in costs associated with land initiatives related to the Conservation Authority's land acquisition and disposition strategy.
Planning and Development Services	(171K)	Consistent with the Q2 financial report, the volume of applications is down, offset with deferral of expense and some salary gapping.
Water Risk Management	29K	Consulting under year-to-date budget for flood program work.
Watershed Studies and Strategies	10K	Small surpluses over about 9 service level agreements
	\$185K	Overall Operational Surplus on September 30, 2025. Approximately 1.2% of \$15.8M Operating budget.

Relevance to Conservation Authority Policy:

This staff report has been prepared to provide an update on our third quarter financial position, project expenditures, opportunities, and risks as they relate to the 2025 approved budget, as well as provide an update to the variances identified through the year-end forecast review.

Impact on Conservation Authority Finances:

a) Revenues:

Revenues are recognized based on the source and nature of the revenue and by the expenditures that are incurred to cause recognition of revenue.

Category 1 – Mandatory Program Levy is recognized in line with operational expenses throughout the year, and surplus is recognized to reserves at year-end. Category 1 – Lake Simcoe Protection Plan (Plan) Levy can cover operational expenses and can be used for watershed wide projects that support the objectives of the Plan. Funds from the Plan Levy that cover operations are recognized in line with operational expenses throughout the year, and surplus is recognized to reserves at year-end. Funds assigned to projects are recognized throughout the year, as related expenses are incurred and unused funds can be held in deferred revenue at year-end through to completion of the project.

Category 2 funding supports specific initiatives requested by municipal partners and is recognized throughout the year as related expenses are incurred. Unused funds may be held in deferred revenue at year-end.

Category 3 funding supports specific programs and services that the Conservation Authority delivers and is recognized throughout the year as operational expenses are incurred.

Provincial and Federal funds are recognized throughout the year as related expenses are incurred, and unused funds are held in deferred revenue at year-end. These funds are received based on specific funding agreements signed with the funder.

Deferred funding and municipal agreements are funds from deferred revenue that are held for specific projects and funding from contracts with municipal partners for the delivery of goods and services. These funds are recognized when services are delivered and invoiced when related project expenses are incurred.

Revenue Generated by the Conservation Authority includes fees from the Development Planning program, revenue generated from third party agreements which is recognized when invoiced, as well as Offsetting funds and Donations from the Foundation, which are recognized as the related expenses are incurred.

Variances in Revenue through September

The variance of about \$6.1M in Revenue Generated by Conservation Authority against the year-to-date budget is mainly driven by the timing of recognition in line with some of the capital and project work in the Ecological and Water Risk Management programs, as well as the ongoing work on the Scanlon Creek Nature Centre which is supported by the Lake Simcoe Conservation Foundation. Details of the projects driving these timing variances are outlined in Section c) below in the Corporate Services, Ecological and Water Risk Management and Watershed Studies and Strategies Service Areas.

As forecasted in the Q2 financial report, there is also a variance in our Development Planning fees through September which continues to be driven by the lower than budgeted volume of applications in 2025. This is being driven by a slowdown in the housing starts, uncertainty in the economy, cost of construction, and interest rate levels. As outlined at the July update, the volume of applications received is down 40% compared to 2024 levels, more so in the major application category than the minor category. The effect of this is reflected in the fees collected from Engineering data requests, legal inquires, and permit and planning fees. Another driver of this variance is that our fees continue to be frozen for 2025 and are therefore not in line with the appropriate fees to maintain full cost recovery. The Development Planning team is currently reviewing the final report prepared by Watson & Associates Economists Ltd. and will be bringing a report to the Board in the first quarter of 2026. The report will highlight the impact of the proposed existing fee changes by application type, new fee categories that are being proposed, while also outlining the effect of not implementing annual inflation rate increases over the last few years.

Variances in Provincial and Federal funding of about \$274K are below year-to-date budget at the end of September. This is related to timing of work on some Provincial grant agreements that will be wrapping up in December. The Restoration and Environmental Monitoring departments are aligning work with the timing of agreement deliverables, and variances are outlined in section c) below.

b) Expenditures:

Variances in staffing and expenses in operational program areas that are contributing to the third quarter surplus are explained below.

Staffing

Salary gapping in the Corporate Services area identified in the second quarter continued into the third quarter. The Finance and Human Resource positions were filled in the first quarter, however the open full-time position in Communications is still driving this surplus. There are no new positions contributing to salary gapping in Corporate Services, so this surplus has remained consistent with our forecast expectations.

We are also experiencing salary gapping in the Development Planning programs. This is due to a pause on filling a few budgeted contract and summer roles, as well as pausing on replacements for staff that have left the Conservation Authority. This has given management time to ensure that workloads driven by the volume of applications is aligned with the current compliment of staff.

Provincial direction for a public agency hiring freeze was recently announced, but this announcement is not expected to have a material affect on 2025 expenditures. Staff are awaiting further details to determine the potential impact to the 2026 Budget.

Operational Expenses

Variances in operational expenses that are mainly related to timing in Corporate Services, Development Planning and Flood Management and Warning are also contributing to the September surplus. Categories for these timing variances and delays in spending in operational programming include consulting, legal, and training.

Corporate rebranding has been put on hold for 2025. Any efforts on rebranding will be addressed in the 2026 Budget and will be aligned with the work to celebrate the Conservation Authority's 75th anniversary in 2026.

Finance and Information Management staff are progressing with implementing updates to the credit card payment system. The cost associated with this work will be lower than budgeted as staff look to provide an interim solution to allow clients to click and pay online, while aligning a more integrated solution with projects being explored by the digital steering committee. This interim solution will be ready to go live in early 2026.

A review of the Talent Management program being led by Human Resources is currently in its first year with a focus on updates to the performance review process. Although funding was allocated for work in 2025, staff are pausing on this work until 2026 and will evaluate whether that work can be completed internally or if externally consulting support would be required.

Plans to engage with consultants on policy and guideline review work in the Development Planning program has been postponed. Staff are evaluating whether some of this work can be done with internal staff or deferred to 2026. Legal costs in Development Planning continue to trend under budget this year. It is anticipated this will continue through the end of the year and staff are considering adjusting the 2026 Budget.

Consulting services related to flood mapping work for Beaver and Whites Creeks have not yet started at September. The Request for Proposal development is currently in progress with the expectation that that this work will take place in 2026 pending finalization of external funding.

c) Timing Variances related to Capital and Project work:

There are year-to-date revenue and expense variances that can be attributed to timing of capital and project work. There is no operational surplus or deficit related to these variances, as they are presented as variances to revenue and expenditure budgets in the attached statements.

Expenditures in Corporate Services Capital and Projects are below year-to-date budget. This reflects timing related to spending that will take place for the Scanlon Creek Nature Centre, which is funded by Federal funds and donations to the Foundation. Construction is underway and spending at the end of September is around \$3.3M, about 54% of the year-to-date budget.

Capital and Restoration projects in Ecological Restoration and Regeneration and Water Management and Restoration programs are in progress. These projects are covered by Provincial funding, Offsetting funds and/or municipal partner funding. Key areas of these variances include:

- i. Ecological Management – The \$1.5M year to date variance in the Capital and Projects is related to the Restoration and Regeneration program for the following projects:

Partner managed projects in progress:

- Ecological Offsetting Capital projects and Grants to Partner/Landowners. Funded by Restoration and Ecological Offsetting funds, these grants are expected to be sent to partners upon successful completion of the project and submission of all required information to receive the grant.
- Approximately \$1.4M in approved funding to partner projects is expected to be released to by December; however, this is dependent on the timing of completion for the projects.

Conservation Authority managed projects in progress:

- Simcoe Hydrology monitoring with Ministry of the Environment, Conservation and Parks,
- Udora Tract Wetland with York Region.

Substantially completed projects:

- Queensville Park in East Gwillimbury – majority of work took place in 2024; ongoing monitoring through 2025,
- Oro Wetland Restoration in Oro-Medonte – majority of work took place in 2024; ongoing monitoring through 2025,
- Vivian Creek Stream and Wetland Restoration in East Gwillimbury - majority of work took place in 2024; ongoing monitoring through 2025,
- Hamilton Park Wetland in the Town of Aurora.

ii. Water Risk Management – the \$908K year to date variance in the Capital and Projects is related to Water Management, Restoration and Science and Monitoring programs for the following projects:

Partner managed projects in progress:

- Water Balance and Phosphorus Offsetting Capital Projects and Grants to Partner/Landowners. Funded by Restoration, Water Balance or Lake Simcoe Phosphorus Offsetting funds, these grants are expected to be sent to partners upon successful completion of the project and submission of all required information to receive the grant.
- Approximately \$350K in approved funding is expected to be released by December; however, this is dependent on the timing of completion for the projects.

Conservation Authority managed projects in progress:

- Stormwater Monitoring Projects – There are currently seven stormwater inspection and monitoring projects with municipal partners that are ongoing through 2025 and some into early 2026.

Substantially completed projects:

- Provincial Funding Agreements under the Lake Simcoe Protection Plan – Seven provincially funded projects have had final report submitted so far in 2025.
- Ray Twinney Low Impact Development project in Newmarket – majority of work took place in 2024; ongoing monitoring through 2025.

High Level Forecast to the End of 2025:

Staff have completed a review of the operational programs and projects to update the forecast for the year-end financial position. Based on the third quarter review with program managers, staff are forecasting a year-end operational deficit of approximately (\$50K), down from (\$186K)

in the Q2 financial report. However, there is still some uncertainty with regards to application volumes, and the revenue deferral review in Development Planning program at year end that could impact the Conservation Authority's year-end financial position.

- i) Staffing and expenses are being forecasted to be below budget for operational programming in the Corporate Services, Development Planning, and Watershed Planning programs.

The variances to budget driving the forecasted underspending in staffing for these program areas are the same as those outlined in the surplus position through the end of September and described under the Impact on Conservation Authority Finances section b) Staffing above.

Operational expense variances to budget that are expected to contribute to the year-end forecast position for consulting work have been described under the Impact on Conservation Authority Finances section b) Operational Expenses above.

The Education and Engagement program is forecasting a year-end deficit that is being driven by the volume of revenue related to programming taking place in the Fall and Winter. This anticipated deficit was identified at the July update and remains consistent with those projections. In preparing this latest forecast, staff have assumed lower revenues based on discussions with partners and reduced class registrations in the Fall compared to prior years.

The Development Planning program is forecasting a deficit position at year end, with the main driver related to a lower volume of applications than anticipated for the remainder of 2025. As outlined in the Impact on Conservation Authority Finances section a) Variance in Revenue section above, housing starts are down across the Province, and there is economic uncertainty around interest rates and rising construction costs. Staff will continue to monitor volume of applications and the effect these trends have on the program through the end of the year and for incorporation into 2026 budget.

- ii) It is anticipated that the reserve transfer activity will be on budget, and many of the initiatives driving reserve draws have taken place. Initiatives that have been completed or are in progress include laptop and office chair replacements, renovations to head office washrooms, work on upgrades to the Boardroom sound system and power pole replacements at Scanlon. A few initiatives from 2025 are still under consideration as staff prepare the 2026 budget to ensure that they will align with next year's priorities and departmental objectives.

Based on the balance of the year-end Connect Campaign donations received by the Foundation and the allocation of the Green and Inclusive Community Building Program funding that are supporting the construction of the Nature Centre, we may need to utilize amounts from the Board approved reserve draw to cover any funding shortfall in 2025. Updates on the final funding allocations for 2025 will be provided in our year end report.

iii) Based on recommendations in the Conservation Authority's land acquisition and disposition strategy previously approved by the Board of Directors, additional priority properties have been transferred in 2025. The expenses for these transfers of approximately \$182K have been reflected in this update.

The Conservation Authority received a generous land donation in 2025 that is consistent with the Conservation Authority's land acquisition and disposition strategy. The land will be recorded as a contributed asset and included in the year end financial statements.

Summary and Recommendations:

It is therefore **Recommended That** Staff Report No. 35-25-BOD regarding the Conservation Authority's Third Quarter 2025 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:

Attachment 1 – Third Quarter Budget Status Reports

Lake Simcoe Region Conservation Authority
Corporate Budget Status
At September 30, 2025 (shown in 000's)

Revenue:	Full Year Budget	YTD Budget	Actual YTD	% of YTD Budget
Category 1 - Mandatory Program Levy	\$ 5,565	4,174	\$ 4,174	100%
Category 1 - Mandatory Program Special Benefitting	200	150	-	0%
Category 1 - Lake Simcoe Protection Plan Levy	2,921	2,191	2,114	97%
Category 2 - Funding	636	477	365	77%
Category 3 - Funding	361	271	271	100%
Provincial and Federal Funding	2,153	1,615	1,341	83%
Deferred Funding and Municipal Agreements	1,381	1,036	1,036	100%
Revenue Generated by Authority	18,038	13,529	7,483	55%
Total Revenue:	31,255	23,441	16,784	72%
Expenses:				
Corporate Services	6,276	4,707	4,048	86%
Ecological Management	1,969	1,477	1,373	93%
Education and Engagement	938	704	708	101%
Greenspace Services	1,051	788	927	118%
Planning and Development Services	5,025	3,769	3,237	86%
Water Risk Management	2,648	1,986	1,422	72%
Watershed Studies and Strategies	1,063	797	699	88%
Capital and Projects	15,492	11,619	5,995	52%
Total Gross Expenses:	34,462	25,847	18,409	71%
Expenses included above related to:				
Tangible Capital Assets	-	-	3,509	
Internal Fee for Service	3,187	2,390	2,377	99%
Expenses before Amortization	31,275	23,456	12,523	53%
Amortization	-	-	426	
Net (deficit) before reserve activity and change in net assets	(20)	(15)	3,834	
Board approved draws on reserve:	1,275	957	305	
Board approved transfers to reserves:	(1,255)	(941)	(1,037)	
Other reserve activity:				
Transfer to reserves for funds received in year	-	-	(17)	
Related to change in net assets	-	-	(2,900)	
Operational surplus	\$ -	\$ -	\$ 185	

Lake Simcoe Region Conservation Authority
Service Area Budget Status Report
For period ending September 30, 2025 (shown in 000's)

Corporate Services	2025 Full Year Budget	2025 YTD Budget	2025 YTD Actual	% of YTD Budget
Revenue:				
Category 1 - Mandatory Program Levy	\$ 2,950	\$ 2,212	\$ 2,212	100%
Category 1 - Lake Simcoe Protection Plan Levy	282	212	212	100%
Category 2 - Funding	-	-	-	
Category 3 - Funding	-	-	-	
Provincial and Federal Funding	2	1	1	100%
Deferred Funding and Municipal Agreements	-	-	-	
Revenue Generated by Authority	8,818	6,613	3,770	57%
Total Revenue:	12,052	9,039	6,195	69%
Expenses:				
Corporate Communications	1,037	778	627	81%
Facility Management	736	552	488	88%
Financial Management	1,513	1,135	956	84%
Governance	791	593	506	85%
Human Resource Management	581	436	329	75%
Information Management	1,618	1,213	1,142	94%
Capital and Projects	8,749	6,562	3,447	53%
Total Gross Expenses:	15,025	11,269	7,495	67%
Expenses included above related to:				
Tangible Capital Assets	-	-	3,473	
Internal Fee for Service	3,162	2,372	2,366	100%
Expenses before Amortization	11,863	8,897	1,656	
Amortization	-	-	311	
Net surplus before reserve activity	189	142	4,228	
Board approved draws on reserve:	935	701	194	
Board approved transfers to reserve:	(1,124)	(843)	(928)	
Other reserve activity:				
Transfer for funds received in year:	-	-	(17)	
Related to net assets:			(3,121)	
Operational surplus	\$ -	\$ -	\$ 356	

Ecological Management	2025 Full Year Budget	2025 YTD Budget	2025 YTD Actual	% of YTD Budget
Revenue :				
Category 1 - Mandatory Program Levy	\$ 82	\$ 62	\$ 62	100%
Category 1 - Lake Simcoe Protection Plan Levy	1,301	975	951	98%
Category 2 - Funding	450	337	226	67%
Category 3 - Funding	-	-	-	
Provincial and Federal Funding	523	392	422	107%
Deferred Funding and Municipal Agreements	369	276	261	95%
Revenue Generated by Authority	2,831	2,124	562	26%
Total Revenue:	5,556	4,167	2,484	60%
Expenses:				
Ecosystem Science and Monitoring	681	511	466	91%
Forestry Services	713	535	480	90%
Restoration and Regeneration	575	431	427	99%
Capital and Projects	3,612	2,709	1,162	43%
Total Gross Expenses:	5,581	4,186	2,535	61%
Expenses included above related to:				
Tangible Capital Assets	-	-	26	
Internal Fee for Service	25	19	11	60%
Expenses before Amortization	5,556	4,167	2,498	60%
Amortization	-	-	33	
Net (deficit) before reserve activity	-	-	(47)	
Board approved draws on reserve:	-	-	41	
Board approved transfers to reserve:	-	-	-	
Other reserve activity:				
Related to net assets:	-	-	7	
Operational surplus	\$ -	\$ -	\$ 1	

Lake Simcoe Region Conservation Authority
Service Area Budget Status Report
For period ending September 30, 2025 (shown in 000's)

Education and Engagement	2025 Full Year Budget	2025 YTD Budget	2025 YTD Actual	% of YTD Budget
Revenue :				
Category 1 - Mandatory Program Levy	\$ -	\$ -	\$ -	
Category 1 - Lake Simcoe Protection Plan Levy	-	-	-	
Category 2 - Funding	-	-	-	
Category 3 - Funding	361	271	271	100%
Provincial and Federal Funding	-	-	-	
Deferred Funding and Municipal Agreements	-	-	-	
Revenue Generated by Authority	570	428	418	98%
Total Revenue:	931	698	689	99%
Expenses:				
Community Programming	197	148	170	115%
School Programming	741	556	538	97%
Capital and Projects	-	-	-	
Total Gross Expenses:	938	704	708	101%
Expenses included above related to:				
Tangible Capital Assets	-	-	-	
Internal Fee for Service	-	-	-	
Expenses before Amortization	938	704	708	101%
Amortization	-	-	5	
Net(deficit) before reserve activity	(7)	(5)	(24)	
Board approved draws on reserve:	7	5	8	
Board approved transfers to reserve:	-	-	-	
Other reserve activity:				
Related to net assets:	-	-	5	
Operational (deficit)	\$ -	\$ -	\$ (12)	

Greenspace Services	2025 Full Year Budget	2025 YTD Budget	2025 YTD Actual	% of YTD Budget
Revenue :				
Category 1 - Mandatory Program Levy	\$ 950	\$ 713	\$ 713	100%
Category 1 - Lake Simcoe Protection Plan Levy	-	-	-	
Category 2 - Funding	-	-	-	
Category 3 - Funding	-	-	-	
Provincial and Federal Funding	-	-	-	
Deferred Funding and Municipal Agreements	22	17	17	100%
Revenue Generated by Authority	157	118	96	81%
Total Revenue:	1,129	847	826	97%
Expenses:				
Management	837	628	772	123%
Securement	214	161	155	96%
Capital and Projects	339	255	73	29%
Total Gross Expenses:	1,391	1,043	1,000	96%
Expenses included above related to:				
Tangible Capital Assets	-	-	9	
Internal Fee for Service	-	-	-	
Expenses before Amortization	1,391	1,043	991	95%
Amortization	-	-	35	
Net (deficit) before reserve activity	(262)	(196)	(200)	
Board approved draws on reserve:	262	196	5	
Board approved transfers to reserve:	-	-	-	
Other reserve activity:				
Related to net assets:	-	-	167	
Operational (deficit)	\$ -	\$ -	\$ (28)	

Lake Simcoe Region Conservation Authority
Service Area Budget Status Report
For period ending September 30, 2025 (shown in 000's)

Planning and Development	2025 Full Year Budget	2025 YTD Budget	2025 YTD Actual	% of YTD Budget
Revenue :				
Category 1 - Mandatory Program Levy	\$ 661	\$ 496	\$ 496	100%
Category 1 - Lake Simcoe Protection Plan Levy	-	-	-	
Category 2 - Funding	26	20	20	100%
Category 3 - Funding	-	-	-	
Provincial and Federal Funding	22	17	17	100%
Deferred Funding and Municipal Agreements	440	330	330	100%
Revenue Generated by Authority	3,868	2,901	2,204	76%
Total Revenue:	5,017	3,763	3,066	81%
Expenses:				
Development Planning	2,413	1,810	1,621	90%
Permitting and Enforcement	2,612	1,959	1,616	83%
Capital and Projects	4	3	-	0%
Total Gross Expenses:	5,029	3,772	3,237	86%
Expenses included above related to:				
Tangible Capital Assets	-	-	-	
Internal Fee for Service	-	-	-	
Expenses before Amortization	5,029	3,772	3,237	86%
Amortization	-	-	3	
Net (deficit) before reserve activity	(12)	(8)	(173)	
Board approved draws on reserve:	12	9	-	
Board approved transfers to reserve:	-	-	-	
Other reserve activity:				
Related to net assets:	-	-	3	
Operational (deficit)	\$ -	\$ -	\$ (171)	

Water Risk Management	2025 Full Year Budget	2025 YTD Budget	2025 YTD Actual	% of YTD Budget
Revenue :				
Category 1 - Mandatory Program Levy	\$ 786	\$ 590	\$ 589	100%
Category 1 - Mandatory Program Special Benefitting	200	150	-	0%
Category 1 - Lake Simcoe Protection Plan Levy	321	241	240	100%
Category 2 - Funding	160	120	120	100%
Category 3 - Funding	-	-	-	
Provincial and Federal Funding	1,028	771	481	62%
Deferred Funding and Municipal Agreements	285	214	143	67%
Revenue Generated by Authority	1,721	1,291	356	28%
Total Revenue:	4,501	3,376	1,930	57%
Expenses:				
Flood Management and Warning	1,085	814	421	52%
Source Water Protection	766	575	397	69%
Water Management and Restoration	472	354	344	97%
Water Science and Monitoring	325	244	260	107%
Capital and Projects	1,745	1,309	401	31%
Total Gross Expenses:	4,393	3,295	1,823	55%
Expenses included above related to:				
Tangible Capital Assets	-	-	-	
Internal Fee for Service	-	-	-	
Expenses before Amortization	4,393	3,295	1,823	55%
Amortization	-	-	28	
Net surplus before reserve activity	108	81	79	
Board approved draws on reserve:	25	19	31	
Board approved transfers to reserve:	(132)	(99)	(109)	
Other reserve activity:				
Related to net assets:	-	-	28	
Operational surplus	\$ -	\$ -	\$ 29	

Lake Simcoe Region Conservation Authority
Service Area Budget Status Report
For period ending September 30, 2025 (shown in 000's)

Watershed Studies and Strategies	2025 Full Year Budget	2025 YTD Budget	2025 YTD Actual	% of YTD Budget
Revenue :				
Category 1 - Mandatory Program Levy	\$ 136	\$ 102	\$ 102	100%
Category 1 - Lake Simcoe Protection Plan Levy	1,017	763	711	93%
Category 2 - Funding	-	-	-	
Category 3 - Funding	-	-	-	
Provincial and Federal Funding	578	434	420	97%
Deferred Funding and Municipal Agreements	266	199	285	143%
Revenue Generated by Authority	73	55	77	140%
Total Revenue:	<u>2,070</u>	<u>1,553</u>	<u>1,595</u>	<u>103%</u>
Expenses:				
Climate Change Adaptation	443	333	310	93%
Research and Innovation	372	279	252	90%
Watershed Subwatershed Planning	248	186	137	74%
Capital and Projects	1,042	782	912	117%
Total Gross Expenses:	<u>2,105</u>	<u>1,579</u>	<u>1,611</u>	<u>102%</u>
Expenses included above related to:				
Tangible Capital Assets	-	-	-	
Internal Fee for Service	-	-	-	
Expenses before Amortization	<u>2,105</u>	<u>1,579</u>	<u>1,611</u>	<u>102%</u>
Amortization	-	-	12	
Net (deficit) before reserve activity	<u>(35)</u>	<u>(26)</u>	<u>(28)</u>	
Board approved draws on reserve:	35	26	26	
Board approved transfers to reserve:	-	-	-	
Other reserve activity:				
Related to net assets:	-	-	12	
Operational surplus	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10</u>	

Staff Report

To: Board of Directors

From: David Lembcke, Director, Watershed Science and Monitoring

Date: November 28, 2025

Subject

Phosphorus Loads to Lake Simcoe Update – 2021 - 2023

Recommendation

That Staff Report No. 36-25-BOD regarding phosphorus loads to Lake Simcoe from 2021 to 2023 be received for information.

Purpose of this Staff Report

The purpose of this Staff Report No. 36-25-BOD is to provide the Board of Directors with an update to the phosphorus loads to Lake Simcoe from 2021 to 2023.

Background

The Lake Simcoe Protection Plan is focused on restoring a healthy and sustainable cold-water fish community in Lake Simcoe. To help achieve this goal, the target of 7 mg/L dissolved oxygen at the end of summer was set. There is a connection between phosphorus loads and dissolved oxygen in a lake. Decomposing plants and algae use up dissolved oxygen, and the amount of algae present in the lake is controlled to some extent by in-lake phosphorus levels. These phosphorus levels are in-turn controlled by phosphorus loading. In this way, the target 7 mg/L of dissolved oxygen is linked to an ideal phosphorus loading goal of 44 tonnes per year. As such, phosphorus loads have been monitored since the 1990s to track the total amount of phosphorus entering Lake Simcoe from all sources. This report provides an update on the three most recently calculated hydrologic years of 2021 to 2023.

Issues

A hydrologic year runs from June 1 of one year to May 31 of the next year. The newly calculated phosphorus loads cover the three hydrologic years of June 1, 2021 to May 31, 2024. The phosphorus load for these hydrologic years is 70 tonnes in 2021, 66.7 tonnes in 2022 and 77.3 tonnes in 2023. These phosphorus loads are lower than the previous three-year period (83.2 tonne average from 2018-2020) and represent a return to more typical loading conditions, although they still exceeded the 44 tonne/year goal established in the Lake Simcoe Protection Plan. For comparison, the long-term average total phosphorus load is 81.6 tonnes. Total

tributary flows, which are a key component of the total phosphorus loads, were also typical throughout this period.

Climate change is altering when and how much phosphorus flows from tributaries. Staff are already seeing higher phosphorus loads – and higher flows – during winter months due to increased snowmelt and rain-on-snow events, as well as during summer due to intense rainstorms. For example, melting from March 15-16, 2019, contributed about 16% of all tributary phosphorus for the 2018 hydrologic year. Likewise, a single event from Jan 11-12, 2020, contributed about 15% of all tributary phosphorus for the 2019 hydrologic year. In comparison, 2020 was much drier with fewer extreme melting and rainfall events.

Conditions during the 2021 to 2023 hydrologic years were more like 2020 than 2018 and 2019, hence phosphorus loads that were more like the long-term average. In the future, extreme conditions (e.g., flooding events, storms) are expected to become more frequent, which means phosphorus loads may also become more variable.

Relevance to Conservation Authority Policy

Phosphorus loads to Lake Simcoe is one of the key metrics used to assess lake health and to manage phosphorus within the watershed. Phosphorus is an important indicator because of the traditional link phosphorus loads have with dissolved oxygen levels. However, it appears this traditional relationship is now changing with deepwater dissolved oxygen showing improvements in the long term despite some years with high phosphorus loads. Targeted studies are being undertaken to understand the role of climate, invasive species, and other biological changes that may be influencing the relationship between phosphorus loads and dissolved oxygen. These studies may inform the Lake Simcoe Protection Plan adaptive management approach by providing new information about the effect of emerging issues on staff's understanding of the total phosphorus loads needed to achieve and sustain dissolved oxygen of 7 mg/L.

The collection of data required to calculate the annual phosphorus load requires the collection of numerous water quality, water quantity and meteorological parameters generating over 3 million data points per year. This data not only allows for the calculation of the phosphorus loads but also provides information needed to assess watershed health and track ecological stressors such as winter salt and climate change, as well as supporting Conservation Authority programs like flood warning and low water response.

This work directly supports Strategic Direction 2 – “Drive Evidence Based Decision Making” and specifically 2.1 Comprehensive leading-edge science and secure, open data improve adaptive management decisions and knowledge of watershed health.

Impact on Conservation Authority Finances

There is no impact on Conservation Authority finances. Monitoring and calculation of phosphorus loads is funded by the Province through its Lake Simcoe Protection Plan funding.

Summary and Recommendations

The most recently calculated phosphorus loads to Lake Simcoe (2021-2023) continue to highlight the role that climate plays in the delivery of phosphorus to the lake. In this instance, the lack of extreme climate events or unseasonal winter melt events yielded average tributary flow volumes resulting in three annual loads very similar to the long-term average load.

The changing relationship between phosphorus loads and deepwater dissolved oxygen underscores the need for targeted studies and continued monitoring to improve staff's understanding of the changing nutrient dynamics in Lake Simcoe. This in turn will inform improved lake management strategies resulting in a healthier and more sustainable lake ecosystem.

It is therefore **Recommended That** Staff Report No. 36-25-BOD regarding phosphorus loads to Lake Simcoe for 2021 to 2023 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:

Don Goodyear
General Manager, Integrated Watershed
Management

Signed by:

Rob Baldwin
Chief Administrative Officer

Staff Report

To: Board of Directors

From: Phil Davies, Director, Conservation Lands

Date: November 28, 2025

Subject

Scanlon Creek Nature Centre Construction and Project Budget Update

Recommendation

That Staff Report No. 37-25-BOD regarding an update on the construction progress and project budget for the Scanlon Creek Nature Centre be received for information.

Purpose of this Staff Report

The purpose of this Staff Report No. 37-25-BOD is to provide a construction progress update for the Scanlon Creek Nature Centre, as well as an update on the estimated overall cost of the building's construction.

Background

Construction of the Nature Centre began in January 2025, with mobilization of the General Contractor, BDA Inc., installation of a fenced compound to establish site safety and security, and excavation start-up. Since that time, the following activities have been undertaken:

- Excavation, forming and pouring of concrete footings, foundation and concrete floor,
- Electrical and mechanical rough-ins through the foundation and underground,
- Installation of concrete piers for decking, light standards and walkway lighted bollards,
- Installation of septic tank, sewer line and distribution tile bed,
- Installation, testing and certification of reservoir for fire fighting water,
- Structural component installation: Glulam wood posts and beams, steel beams and exterior structural wood stud walls,
- Final grading of exterior subsurface,
- Installation of roof truss system,
- Completion of graphic design for etched concrete panels incorporating Indigenous Worldview imagery.

The following components are scheduled to occur over the coming weeks, with the establishment of a weather-proof envelope by the end of December.

- Installation of roofing,
- Installation of windows and exterior doors,
- Exterior deck construction,
- Production of graphic concrete panels.

Construction of building interior components will commence once the facility is weatherized.

Staff have kept the Board of Directors updated on the construction progress through 2025, and spending updates have been provided through quarterly financial updates.

In September 2024, the Board appointed a sub-committee for the purposes of awarding the construction contract. At their November 2024 sub-committee meeting, staff presented the results of the request for proposal, and the construction contract was awarded to BDA Inc. The total project cost identified to the Board of Directors in December 2024 was \$13.85 million, and a cost mitigation and updated funding plan was endorsed. The updated estimate for the project is now \$14.13 million, up 1.99% over last year's estimate. Considering market conditions, inflation, tariff implications on materials and the rising price of construction materials, staff are comfortable with the updated cost estimate. Additional details may be found in the Impact on Conservation Authority Finances section of this report.

Opportunities and Challenges

The project is currently tracking well against the established schedule, with a forecasted completion date of April 30, 2026. This is approximately 5 days beyond the Baseline Substantial Performance Date established by the General Contractor.

Risks to completion of the project according to the established schedule include impacts of market conditions, supply chain interruptions and fluctuations in international trade agreements and tariff fluctuations. BDA Ltd., Gow Hastings Architects, and CBRE Ltd., the Project Manager and Owner Representative, actively coordinate to identify risks that may cause delays and identify solutions to effectively avoid or address them. To date, these have included replacement of material components or suppliers to remove delays or additional costs, while maintaining building design and function.

Relevance to Conservation Authority Policy

The new Nature Centre project is a strategic priority of the Conservation Authority and supports Strategic Direction Three of the 2025-2028 Strategic Plan, "Create Awareness and Spark Passion and Action for Nature".

Impact on Conservation Authority Finances

All capital costs related to the new Nature Centre are being covered by a Federal funding grant through the Green and Inclusive Community Building Program, investment interest and donations and grants secured by the Lake Simcoe Conservation Foundation. The remaining shortfall will be covered by an approved reserve draw and internal borrowing. There is no municipal budget request for this capital project.

A revised estimate of the Nature Centre project and cost comparison to last December’s project estimate can be found here:

Expense Category	Estimated Project Cost December 2024	Estimated Project Cost November 2025	Change
Construction	\$11,763,600	\$11,474,454	-\$289,146
Consultants	\$1,312,066	\$1,693,691	\$381,625
Permits and Fees	\$98,000	\$139,100	\$41,100
Insurance		\$137,500	\$137,500
Occupancy and Owners Costs	\$92,000	\$92,000	-
Furniture, Fixtures & Equipment	\$345,000	\$345,000	-
Subtotal	\$13,610,666	\$13,881,745	\$271,079
Plus HST Non-Recoverable	\$239,548	\$244,319	\$4,771
Total Cost	\$13,850,214	\$14,126,064	\$275,850
Percent of Change			1.99%

A contract was awarded to BDA Inc. in November 2024 for general contracting and facility construction. The total value of the contract bid submitted by BDA Inc. was \$11.76 million. Approval of the contract by the sub-committee of the Board of Directors included a direction for staff to work with the project team to seek \$500,000 in savings where possible, without reducing project success or impacting building function and program delivery. Staff have worked actively with the Gow Hastings Architects, CBRE Project Management and BDA Inc. throughout the construction stage to find cost savings.

Significant savings in construction costs were realized through two major adjustments in project components. These include replacement of the electricity-powered movable partition wall between classrooms 3 and 4 with a manually operated one (\$95,000 savings), and replacement

of exterior steel grate decking with wood (\$553,000 savings). These changes will have no impact on building function or Education program delivery. Additionally, replacement of the steel grating avoided additional costs associated with tariffs applied to imports from the United States, aligns with the Carbon reduction objectives, and contributes to the overall building aesthetic. Additional smaller-scale savings have also been realized where possible, resulting in a total reduction of \$659,353 as of November 1, 2025. Staff and the project team will continue to seek additional savings wherever possible as construction continues.

Additional project costs have been incurred due to unforeseen conditions discovered during construction (eg. subsoil conditions), design coordination changes to accommodate as-built conditions, and in response to direction from agencies having jurisdiction (eg. Bradford Fire Department, Ministry of Environment, Conservation and Parks). Collectively, these have resulted in additional costs totaling \$369,854 as of November 1. Staff continue to work diligently with the project manager to find efficiencies and minimize change orders.

In addition to the construction savings and change orders, this project had an increase in consulting costs, permits and fees and insurance. Consulting costs increased due to additional work related to the change orders and efficiencies, unanticipated consulting work related to permits and the required extension of time needed to see this project through to completion. Securing insurance for project ourselves reduced the cost that would have been included in the construction envelope. The December 2024 estimate should have included an insurance estimate, but it has since been corrected in the 2025 estimate.

The overall project estimate went from \$13.85 million to \$14.13 million, an increase of \$276K or 1.99%. Below is the updated funding for the project:

Cost/Funding Amounts	Amount
Updated Cost of the Nature Centre:	\$14,126,000
Less: Green Inclusive Community Building Program Funding (GICB)	(\$4,175,000)
Less: Donations/Pledges/Additional Donations	(\$3,881,500)
Less: Board-approved Reserve Draw	(\$2,000,000)
Less: In-kind Donations and LSRCA Fixtures and Equipment	(\$832,500)
Less: Interest	(\$150,000)
Less: Borrowing from Offsetting Reserves	(\$2,311,500)
Remaining Shortfall:	\$775,500

Notes: Funding continues to assume an additional \$1.0M in future donations.

This funding shortfall will require either additional donations through the Lake Simcoe Conservation Foundation or additional internal borrowing above the \$2.31M projection identified in the report from December 2024.

Summary and Recommendations

It is therefore **Recommended That** Staff Report No. 37-25-BOD regarding an update on the construction progress and project budget for the Scanlon Creek Nature Centre 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 and CFO

Signed by:

Rob Baldwin
Chief Administrative Officer

Staff Report

To: Board of Directors

From: Mark Critch, General Manager, Corporate and Financial Services/CFO

Date: November 28, 2025

Subject

Projected Operating Costs for the new Nature Centre at Scanlon Creek Conservation Area

Recommendation

That Staff Report No. 38-25-BOD regarding the projected operating costs for the new Nature Centre be received and incorporated into the draft 2026 Budget.

Purpose of this Staff Report:

The purpose of this Staff Report No. 38-25-BOD is to provide a summary of the additional operating costs associated with the operation of the new Nature Centre at Scanlon Creek Conservation Area in Bradford, scheduled to open for programming in September 2026. Estimates in this report will be included in the 2026 Budget and will be revisited in the fall of 2026 to inform the 2027 Budget once real costs are confirmed.

Background:

Construction of the new Nature Centre commenced in 2025 after years of planning and fundraising. This 8,590 square foot, fully accessible building will feature four classrooms, space for our educators, and with the help of Federal funding through the Green and Inclusive Community Buildings program, be built to net zero standards. The full cost of the project is estimated at \$14.13 million, including efficiencies found and change orders required. Funding for this project has come from donations (cash and in-kind contributions), investment interest, a Federal grant and Board-approved use of the Conservation Authority's reserves. The Conservation Authority has not asked for any capital funding from municipal funding partners.

Issues:

The new Nature Centre will replace the current two classrooms in portables and will serve as a community gathering space for Bradford and the surrounding area.

With the increase in building size and programming, staff committed to providing the Board of Directors with an estimate of new operating costs for the 2026 budget, as well as an estimate of what a full year of costs could look like in the 2027 budget. These estimates are found in the chart below.

Projected Operating Costs for the New Nature Centre:

Expense/Funding Summary	2026 Budget	2027 Budget (Estimate)	Estimated Increase in 2027 Budget
Cleaning (including supplies)	\$9,857	\$29,570	\$19,713
Facility Staff	\$7,149	\$21,447	\$14,298
Utilities	\$6,607	\$15,000	\$10,000
Insurance	\$8,500	\$17,000	\$8,500
Building Maintenance and Security	\$1,584	\$3,568	\$1,984
Sub-total: New Operating Costs	\$33,697	\$86,585	\$54,495
Less: Rent from Education Program	(\$5,872)	(\$17,610)	(\$11,740)
New Operating Costs	\$27,827	\$69,000	\$41,173
Increase for Asset Management	\$27,827	\$43,422	\$15,595
1% increase in Category 1 Funding	\$55,654	\$112,422	\$56,768
Variance to Budget Assumption	\$0	\$0	\$0

Assumptions used in developing the Operating Costs for the new Nature Centre building:

- 1) Facility costing projections are based on substantial completion of the building for May 2026 and for the building to be available for programming in September 2026.
- 2) Projections are based on current costs and assumptions from facility staff, the architects and cost consultants. The 2027 Budget estimate will be re-visited again when real costs are recognized in 2026.
- 3) Consistent with the 2026 Budget Assumptions report, staff have used a multi-year approach to phase in budgeted operating costs, smoothing out the levy impact over the next 2-4 years.
- 4) Internal lease cost to the Education program is based on similar internal lease cost in place with Conservation Ontario.
- 5) No additional building rental revenue is being assumed for 2026. This will be revisited for 2027 Budget, when more accurate projections can be made.

Relevance to Conservation Authority Policy:

This report is intended to provide full transparency on current and future operating costs that will filter into the 2026 Budget and outlook years. In accordance with the Administrative Bylaw, any increase identified in this report will be clearly outlined in levy notices to municipal funding partners.

Impact on Conservation Authority Finances:

At the Board of Director's meeting on May 23, 2025, Resolution No. BOD-052-25 provided approval for staff to include new operating costs associated with the anticipated opening of the new Nature Centre at Scanlon Creek into the draft 2026 Budget. With consideration to the mid-year opening in September, staff have phased in the new operating costs over 2-3 years. Asset management contributions will be increased over the next 4 years to build up to the appropriate level for long-term sustainability.

Education programming costs (Category 3 funding) will also be increasing by 2% over each of the next 2-3 years to accommodate for the increased use. This is in addition to the 2% increase in base costs. Category 3 funding is expected to increase by \$7.2K in 2026 and \$7.5K in 2027, with any additional increases being made after a program costing review.

All future levy increases will be subject to Board approval through the standard budget process.

Summary and Recommendations:

The new Nature Centre at Scanlon Creek will transform the Education Program experience for all future participants. Typically, when a new building is complete, there is an increase in operating costs to use the facility. Leveraging a multi-year taxpayer focused strategy to build operating funds to support the new building, staff have been able to spread the tax levy impact over 3-5 years instead of just the first year of operation. Over the course of 2026, staff will closely monitor actual operating costs and potential revenue opportunities to better inform future budget projections, only seeking additional levy when necessary.

It is therefore **Recommended That** Staff Report No. 38-25-BOD regarding the projected operating costs for the new Nature Centre be received and incorporated into the draft 2026 Budget.

Pre-Submission Review:

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

Signed by:

Signed by:

Mark A Critch
General Manager, Corporate and Financial
Services/CFO

Rob Baldwin
Chief Administrative Officer