

Board of Directors
Meeting No. BOD-02-26

Friday, March 6, 2026

9:15 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, April 17, 2026

120 Bayview Parkway, Newmarket

Lake Simcoe Conservation Foundation

2026 Annual Conservation Dinner

Wednesday, June 17, 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 - 5

Recommended: That the content of the Agenda for the March 6, 2026 meeting of the Board of Directors be approved as presented.

IV. Adoption of Minutes

a) Board of Directors

Pages 6 - 14

Included in the agenda is a copy of the minutes of the Board of Directors' Annual General Meeting, No. BOD-01-26, held on Friday, January 23, 2026.

Recommended: That the minutes of the Board of Directors' Annual General Meeting, No. BOD-01-26, held on Friday, January 23, 2026, be approved as circulated.

V. Announcements

VI. Presentations

a) 2025 Restoration Program Accomplishments

Pages 15 - 17

Manager, Restoration Services, Christa Sharp, will provide an overview of the 2025 Restoration Program accomplishments. 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, Restoration Services, Christa Sharp, regarding the 2025 Restoration Program accomplishments be received for information.

Staff Report No. 07-26-BOD regarding the Conservation Authority's 2025 Restoration Program accomplishments is included in the agenda.

Recommended: That the Staff Report No. 07-26-BOD regarding the Conservation Authority's 2025 Restoration Program accomplishments be received for information.

b) Lake Simcoe Conservation Foundation 2025 Preliminary Financial Results and Highlights

Pages 18 - 21

Lake Simcoe Conservation Foundation Executive Director, Cheryl Taylor, will provide an overview of the 2025 Preliminary Financial Results and Highlights. 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 Lake Simcoe Conservation Foundation Executive Director, Cheryl Taylor, regarding the 2025 Preliminary Financial Results and Highlights be received for information.

Staff Report No. 08-26-BOD regarding the 2025 Preliminary Financial Results and Highlights is included in the agenda.

Recommended: That the Staff Report No. 08-26-BOD regarding the Lake Simcoe Conservation Foundation's 2025 Preliminary revenue results, accomplishments and highlights 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 confidential legal matters.

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

Further that the Chief Administrative Officer and members of the Executive Leadership Team 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 Legal Matter

Confidential Staff Report No. 11-26-BOD will be sent to Board members prior to the meeting.

Recommended: That the Confidential Staff Report No. 11-26-BOD regarding a confidential legal matter be received for information.

b) Confidential Legal Matter

Confidential Staff Report No. 12-26-BOD will be sent to Board members prior to the meeting.

Recommended: That the Confidential Staff Report No. 12-26-BOD regarding a confidential legal matter be received for information.

c) Confidential Legal Matter

An update on a Confidential legal matter will be provided at the meeting.

Recommended: That the update on a Confidential legal matter be received for information.

XIII. Other Business

Next Meeting

The next meeting of the Board of Directors will be the Annual General Meeting on Friday, April 17, 2026. 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. Planning and Development Fees and Draft Proposed Fee Schedule 2026

Pages 22 - 76

Recommended: That Staff Report No. 09-26-BOD regarding the Lake Simcoe Region Conservation Authority Comprehensive Review of Planning and Development Fees by Watson & Associates be received; and

Further That the proposed Planning and Development Fees Policy be approved effective April 1, 2026.

2. 2026 Conservation Awards Program and Ceremony

Pages 77 - 79

Recommended: That Staff Report No. 10-26-BOD regarding the 2026 Conservation Awards Program and Ceremony be received for information.



Lake Simcoe Region Conservation Authority

75th Annual General Meeting

Board of Directors' Meeting No. BOD-01-26

Friday, January 23, 2026

120 Bayview Parkway, Newmarket

Meeting Minutes

Members Present

Councillor F. Drodge, Councillor A. Eek, Councillor P. Ferragine, Regional Councillor B. Garrod, Mayor R. Greenlaw, Councillor S. Harrison-McIntyre, Chairman E. Jolliffe, Mayor I. Lovatt, Councillor C. Pettingill, Mayor M. Quirk, Councillor C. Riepma, Councillor Roy-DiClemente, Councillor M. Thompson

Members Absent

Councillor A. Courser, Councillor J. Gough, Councillor D. Le Roy, Deputy Mayor and Regional Councillor T. Vegh, Councillor E. Yeo, and a representative from the City of Orillia

Staff Present

R. Baldwin, T. Barnett, M. Critch, C. Connell, A. Cullen, P. Davies, D. Goodyear, G. MacMillan, C. Sharp, C. Taylor, F. Toghian, K. Toffan, K. Yemm

I. Acknowledgement of Indigenous Territory

Chair Riepma 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. Chair's Welcome

Chair Riepma welcomed everyone to the 75th Annual General meeting of the Lake Simcoe Region Conservation Authority. He acknowledged the tremendous work of staff and thanked Board members for their steady support throughout the year.

Roll Call – 2025 Board Members

The 2025 Board Members introduced themselves and advised which municipality they represent. Chair Riepma mentioned the 2025 Board members who were not in attendance.

III. Declarations of Pecuniary Interest and Conflict of Interest

None noted for the meeting.

IV. Approval of Agenda

Moved by: M. Quirk

Seconded: C. Pettingill

BOD-001-26 **Resolved That** the content of the Agenda for the Lake Simcoe Region Conservation Authority's 75th Annual General Meeting held on Friday, January 23, 2026 be approved as presented. **Carried**

V. Adoption of Minutes

a) Board of Directors

Moved by: I. Lovatt

Seconded by: E. Jolliffe

BOD-002-26 **Resolved That** the minutes of the Board of Directors Meeting No. BOD-07-25 held on Friday, December 19, 2025 be approved as circulated. **Carried**

VI. 2025 Year-end Presentations

a) 2025 Year in Review

Chief Administrative Officer, Rob Baldwin, congratulated staff on their many impressive accomplishments of 2025 and shared a video that captures these highlights and accomplishments. To view the video, please click this link: [2025 Year in Review](#)

These highlights and accomplishments are also captured in the [2025 Infographics](#)

Moved by: S. Harrison-McIntyre

Seconded by: B. Garrod

BOD-003-26 **Resolved That** the presentation by Chief Administrative Officer, Rob Baldwin, on the Conservation Authority's 2025 highlights and accomplishments be received for information. **Carried**

VII. 2025 Business is Concluded

Chair Riepma concluded the business of 2025 and declared the Chair vacant.

Moved by: M. Thompson

Seconded by: A. Eek

BOD-004-26 **Resolved That** the Board of Directors conclude the business of 2025; and **Further That** the Chair be declared vacant. **Carried**

VIII. 2026 Business

The 2026 Business portion of the meeting was called to order by the Conservation Authority's Chief Administrative Officer, Rob Baldwin.

Roll Call – 2026 Board Members

As there were no changes to the Board of Directors, a roll call was not conducted.

IX. Election of Officers

CAO Baldwin conducted the election of officers. He outlined the general rules, noted that positions are required for Chair and Vice Chair for 2026, and only appointed members of the Board of Directors may be nominated.

X. Election of Officers – 2026

A. Appointment of Scrutineers

Moved by: T. Roy-DiClemente

Seconded by: A. Eek

BOD-005-26 **Resolved That** in the event of a vote by ballot, Ms. Alyse Cullen and Ms. Sandra Ingott will act as scrutineers; and

Further that all ballots be destroyed following the election. **Carried**

B. Election of Chair and Vice Chair for 2026

i. Chair of the Authority

Councillor Ferragine was nominated for the position of Chair by Councillor Harrison-McIntyre. Nominations were called for three times. No further nominations were put forward.

Moved by: M. Quirk

Seconded by: B. Garrod

BOD-006-26 **Resolved that** the nominations for the position of Chair be closed. **Carried**

Councillor Ferragine accepted the nomination for the position of Chair, and CAO Baldwin declared Councillor Ferragine the Chair for 2026.

ii. Vice Chair of the Authority

Councillor Riepma was nominated for the position of Vice Chair by Councillor T. Roy-DiClemente. Nominations were called for three times, and no further nominations were put forward.

Moved by: I. Lovatt

Seconded by: E. Jolliffe

BOD-007-26 **Resolved that** the nominations for the position of Vice Chair be closed.

Carried

Councillor Riepma accepted the nomination for the position of Vice Chair, and CAO Baldwin declared Councillor Riepma the Vice Chair for 2026.

Chair Ferragine chaired the remainder of the meeting.

C. Appointment of the Regulations Sub-committee for 2026

Moved by: M. Thompson

Seconded by: T. Roy-DiClemente

BOD-008-26 **Resolved that** the Chair and Vice Chair, along with the Member representing the local municipality in which the application under Ontario Regulation 41/24 is received shall be members of the sub-committee to review applications and report to the Board of Directors. **Carried**

D. Appointment to Conservation Ontario for 2026

Moved by: M. Quirk

Seconded by: C. Pettingill

BOD-009-26 **Resolved that** the 2026 Chair be appointed as the Conservation Authority's voting delegate to Conservation Ontario; and

Further that the Chief Administrative Officer be the alternate delegate. **Carried**

E. Appointment to the Lake Simcoe Conservation Foundation Board of Directors for 2026

Moved by: I. Lovatt

Seconded by: E. Jolliffe

BOD-010-26 **Resolved that** the 2026 Chair and 2026 Vice Chair be appointed to the Lake Simcoe Conservation Foundation Board of Directors for 2026. **Carried**

F. Appointment of Solicitors for 2026

Moved by: S. Harrison-McIntyre

Seconded by: R. Greenlaw

BOD-011-26 **Resolved that** Stiver Vale, Hicks Morley, HHL Law Firm, Barriston Law and Beard Winter be appointed as Lake Simcoe Region Conservation Authority's legal firms for 2026. **Carried**

G. Signing Officers for 2026

Moved by: B. Garrod

Seconded by: R. Greenlaw

BOD-012-26 **Resolved that** an account in the name of Lake Simcoe Region Conservation Authority (hereinafter called the "Organization") be kept at the Bank of Nova Scotia (hereinafter called the "Bank"); and

Further that the Authority's Chair, Vice Chair, the Chief Administrative Officer/Secretary-Treasurer, and the General Manager, Corporate and Financial Services/CFO, or any two of them are hereby authorized to sign, make, draw, accept, endorse and deliver cheques, promissory notes, bills of exchange, orders for the payment of money and such agreements and instruments as may be necessary or useful in connection with the operation of the said account; and

Further that any one of the above-mentioned officers is hereby authorized for and in the name of the Organization to endorse and transfer to the Bank for deposit or discount with or collection by the Bank (but for the credit of the Organization only) cheques, promissory notes, bills of exchange, orders for the payment of money and other instruments, to arrange, settle, balance and certify all books and accounts with the Bank and to sign receipts for vouchers. **Carried**

H. Borrowing Resolution

Councillor Roy-DiClemente asked if the Board would be notified should any borrowing of funds take place. Chief Financial Officer Critch noted that while it is unlikely that the Conservation Authority would need to borrow funds in 2026, the Board would be notified of such activity.

Moved by: A. Eek

Seconded by: F. Drodge

BOD-013-26 **Resolved that** signing officers for the Lake Simcoe Region Conservation Authority be empowered to borrow up to \$500,000 on an Operating Loan Agreement, as required, for administration and/or capital expenditures. **Carried**

XI. Year 2026 Presentations

a) 2026 Capital and Operating Budget

General Manager, Corporate and Financial Services/CFO, Mark Critch, provided an update on the 2026 Proposed Capital and Operating Budget, noting that in December 2025, Board members approved the 2026 proposed Capital and Operating Budget for circulation to all participating and specified municipalities. The proposed budget was then circulated to all

participating and specified municipalities and was posted on the Conservation Authority's website for the legislatively required 30-day review period.

To view this presentation, please click this link: [2026 Budget Presentation](#)

Moved by: M. Thompson

Seconded by: T. Roy-DiClemente

BOD-014-26 **Resolved That** the presentation by General Manager, Corporate and Financial Services/CFO, Mark Critch, regarding an overview of the 2026 Draft Capital and Operating Budget be received for information.

Included in the agenda was Staff Report No. 01-26-BOD regarding the 2026 Capital and Operating Budget in accordance with Ontario Regulation 402/22. **Carried**

Moved by: M. Thompson

Seconded by: T. Roy-DiClemente

BOD-015-26 **Resolved That** Staff Report No. 01-26-BOD regarding the Conservation Authority's 2026 Operating and Capital Budget be received; and

Further That the 2026 Operating and Capital Budget and all projects therein be adopted; and

Further That staff be authorized to enter into agreements and/or execute documents with private sector organizations, non-governmental organizations or governments and their agencies for the undertaking of projects for the benefit of the Conservation Authority and funded by the sponsoring organization or agency, including projects that have not been provided for in the approved budget; and

Further That as required by O.Reg 402/22: Budget and Apportionment, this recommendation and the accompanying budget documents, including the schedule of Category 1 Mandatory levies, be approved by weighted votes. **Carried**

Ontario Regulation 402/22: Budget and Apportionment, requires that the budget be approved through the following three separate weighted votes:

1. Category 1 Mandatory Levy for delivery of Lake Simcoe Protection Act and Plan;
2. Other Category 1 Core Mandatory Levy; and
3. Overall 2026 Budget.

The three required weighted votes were conducted, and the 2026 Capital and Operating Budget was unanimously approved by those in attendance. The following table captures the voting results:

Representative	Category 1 LSPA	Yea/ Nea	Category 1 Other	Yea/ Nea	Overall 2026 Budget	Yea/ Nea
Councillor A. Courser City of Barrie	10.69%	Absent	11.87%	Absent	11.87%	Absent
Councillor F. Drodge Town of Innisfil	5.97%	Yea	6.66%	Yea	6.66%	Yea
Councillor A. Eek York Region (King)	7.14%	Yea	7.14%	Yea	7.14%	Yea
Councillor P. Ferragine Town of Bradford West Gwillimbury	6.48%	Yea	7.58%	Yea	7.58%	Yea
Regional Councillor B. Garrod Durham Region (Uxbridge)	2.46%	Yea	2.72%	Yea	2.72%	Yea
Councillor J. Gough, Township of Ramara	1.09%	Absent	1.29%	Absent	1.29%	Absent
Mayor R. Greenlaw (Vice Chair) Township of Oro-Medonte	1.62%	Yea	1.41%	Yea	1.41%	Yea
Councillor S. Harrison-McIntyre Town of New Tecumseth	0.71%	Yea	0.68%	Yea	0.68%	Yea
Chairman E. Jolliffe York Region (at Large)	7.14%	Yea	7.14%	Yea	7.14%	Yea
Councillor D. Le Roy Durham Region (Scugog)	2.46%	Absent	2.72%	Absent	2.72%	Absent
Mayor I. Lovatt York Region (Whitchurch-Stouffville)	7.14%	Yea	7.14%	Yea	7.14%	Yea
Councillor C. Pettingill Durham Region (Brock)	2.46%	Yea	2.72%	Yea	2.72%	Yea
Mayor M. Quirk York Region (Georgina)	7.14%	Yea	7.14%	Yea	7.14%	Yea
Councillor C. Riepma (Chair) City of Barrie	10.69%	Yea	11.87%	Yea	11.87%	Yea
Councillor T. Roy-DiClemente York Region (East Gwillimbury)	7.14%	Yea	7.14%	Yea	7.14%	Yea
Councillor M. Thompson York Region (Aurora)	7.14%	Yea	7.14%	Yea	7.14%	Yea
Dep Mayor/Reg Councillor T. Vegh York Region (Newmarket)	7.14%	Absent	7.14%	Absent	7.14%	Absent
Councillor E. Yeo City of Kawartha Lakes	1.86%	Absent	0.50%	Absent	0.50%	Absent
City of Orillia	3.53%	Absent	Not applicable		Not Applicable	
	100.00%		100.00%		100.00%	

XII. Hearings

There were no Hearings scheduled for this meeting.

XIII. Deputations

There were no Deputations scheduled for this meeting.

XIV. Determination of Items Requiring Separate Discussion

XV. Adoption of Items Not Requiring Separate Discussion

Items No. 1, 2, 3, 4, 5, and 6 were identified under items not requiring separate discussion.

Moved by: M. Quirk

Seconded by: C. Pettingill

BOD-016-26 **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-017-26 **Resolved That** Correspondence Item a) be received for information. **Carried**

2. Monitoring Report – Planning and Development Applications for the Period January 1 through December 31, 2024

BOD-018-26 **Resolved that** Staff Report No. 02-26-BOD regarding the total number of development applications for the period January 1 through December 31, 2025 be received for information. **Carried**

3. 2026 Board of Directors' Meeting Schedule

The following scheduled was recommended for the remainder of 2026: March 6th, April 17th, May 29th, July 10th, August 21st, October 2nd, November 13th, and December 18th.

BOD-019-26 **Resolved that** Staff Report No. 03-26-BOD regarding the Board of Directors' Meeting Schedule for 2026 be received; and

Further that the proposed schedule be approved. **Carried**

4. 2026 Annual Priorities

BOD-020-26 **Resolved that** Staff Report No. 04-26-BOD regarding the Conservation Authority's 2026 Annual Priorities be received for information. **Carried**

5. Prequalification of Contractors and Consultants

BOD-021-26 **Resolved that** Staff Report No. 05-26-BOD regarding an update on the prequalification of consultants and contractors for the Restoration Services Department be received for information. **Carried**

6. Official Name of the New Education Facility at Scanlon Creek Conservation Area

BOD-022-26 **Resolved that** Staff Report No. 06-26-BOD regarding naming of the new education centre at Scanlon Creek Conservation Area be received; and

Further That the official name of **Scanlon Creek Nature Centre** be approved; and

Further That staff be directed to proceed with the next steps in the development of the signage for the centre. **Carried**

XVI. Consideration of Items Requiring Separate Discussion

No items remained for separate discussion.

XVII. Closed Session

There were no items for Closed Session.

XVIII. Other Business

The next meeting of the Board of Directors will take place at 9:00 a.m. on Friday, March 6th. This meeting will be held in the Conservation Authority's Newmarket offices.

XIX. Adjournment

Moved by: I. Lovatt

Seconded by: E. Jolliffe

BOD-023-26 **Resolved That** the meeting be adjourned at 10:15 a.m. **Carried**

Original to be signed by:

Original to be signed by:

Councillor Peter Ferragine
Chair

Rob Baldwin
Chief Administrative Officer

Staff Report

To: Board of Directors

From: Christa Sharp, Manager, Restoration Services

Date: March 6, 2026

Subject

2025 Restoration Program Accomplishments

Recommendation

That Staff Report No. 07-26-BOD regarding the Conservation Authority's 2025 Restoration Program accomplishments be received for information.

Purpose of this Staff Report

The purpose of this Staff Report No. 07-26-BOD is to provide an update on the Conservation Authority's Restoration Program's 2025 accomplishments and upcoming projects for 2026.

Background

In 2025, the Conservation Authority's Restoration Program funded 106 restoration projects. These projects were a variety of critical on-the ground improvements within the Lake Simcoe watershed; such as, low impact development features, community action projects, wetland habitat creation and agricultural projects. Projects are tracked for Key Performance Indicators, and some of these accomplishments include over 36 hectares of land being restored, over 3,000 metres of streambank being planted/stabilized, and 75% increased biodiversity and enhanced pollinator habitat.

Each year, staff highlight their favourite projects for the Board of Directors, and for 2025 these projects include:

- Queensway North Natural Corridor Project, Town of Georgina
- Victoria Green Stormwater Pond and Wetland Enhancement, Town of Innisfil
- Permeable Pavement Project, Town of Newmarket
- Vivian Creek Park Wetland and Stream Restoration, Township of East Gwillimbury
- Hamilton Park Wetland, Town of Aurora

Over 45 projects are in progress for 2026, and the three projects below will also be overviewed in the accompanying presentation:

- Udora Wetland Enhancement, Town of Georgina
- Stream Restoration and Erosion and Sediment Control Training Event, Town of Newmarket
- Private Landowner Wetland, Township of Brock

Staff look forward to working with all their great watershed partners to continue these great successes that are ongoing from 2025 and new projects in 2026 and beyond.

Issues

The future for restoration in the Lake Simcoe watershed will require increased partnership with private landowners to implement restoration projects of varying scales. The Conservation Authority has had multi-decade relationships with its member municipalities, which will continue, but increasing attention towards private lands increases the overall opportunities for restoration.

Relevance to Conservation Authority Policy

Strategic Direction One of the Conservation Authority's Strategic Plan is to champion watershed health and climate resilience. A resilient watershed is achieved through nature-based restoration solutions and an increase in protected areas on rural, urban and agricultural lands. The development and implementation of the offsetting policies assist in achieving this goal by providing a consistent approach to enhancement and restoration throughout the watershed.

Impact on Conservation Authority Finances

Funding for restoration projects is within approved budgets. The total cost of the completed projects in 2025 was over \$5.1 million, with over \$2.3 million contributed from the Conservation Authority's funding programs. Funding is sourced from multiple streams including annual Authority Category 1 and 2 budget areas, external partnership agreements and the Lake Simcoe Conservation Foundation. The municipal and private partners also invest heavily in the restoration projects whether directly or indirectly.

Summary and Recommendations

It is therefore **Recommended That** Staff Report No. 07-26-BOD regarding the Conservation Authority's 2025 Restoration Program Accomplishments 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



Staff Report

To: Board of Directors

From: Cheryl Taylor, Executive Director, Lake Simcoe Conservation Foundation

Date: March 6, 2026

Subject:

Lake Simcoe Conservation Foundation 2025 Preliminary Financial Results and Highlights

Recommendation:

That Staff Report No. 08-26-BOD regarding the Lake Simcoe Conservation Foundation's 2025 preliminary revenue results, accomplishments and highlights be received for information.

Purpose of this Staff Report:

The purpose of this Staff Report No. 08-26-BOD is to provide a summary of the Foundation's preliminary 2025 financial results and highlights for the Climate Champion Campaign (annual fund), and the Connect Campaign to build the new Nature Centre at Scanlon Creek Conservation Area. Recent and upcoming trends in the charitable landscape will be reviewed, which will inform the Foundation's 2026 revenue and operational goals and plans.

Background:

Despite an increasingly challenging landscape across the globe, the Foundation continues to effectively engage with its Lake Simcoe watershed donor community to encourage generous support of the incredible work of Lake Simcoe Region Conservation Authority. The Foundation was incorporated in 1973, with the fundraising focus primarily on the annual fund – the Climate Champion Campaign – to annually support outdoor education, restoration and protection, science and research and conservation areas. In 2018, another bold campaign was launched, the Connect Campaign, based on the critical need to replace the Scanlon Creek Nature Centre. Though this capital campaign grew both in timeline and financial need, the Foundation has successfully stepped up to support the project, thanks to staff, the Board of Directors and the Connect Campaign Leadership Committee co-chaired by Foundation Board President Brad Rogers and Board Director Joanne Barnett.

With a strategic goal to grow revenue, in 2025 the Foundation raised \$2,716,694, its highest revenue attainment in Foundation history, and an incredible accomplishment the small staff complement. The Climate Champion Fund raised \$701,448 over its goal. The Connect Campaign raised \$1,981,828 (85% of goal), much of that due to support from Infrastructure Canada's

Green and Inclusive Community Building Program (GICB). The Foundation additionally accrued \$1,446,054 GICB revenue, to bring total 2025 revenue to \$4,162,748.

2025 Highlights

Within the Climate Champion Campaign, corporations were the primary donors (59%) in 2025, followed by Foundations & Grants (22%) and Individuals (21%). Corporations were the strongest, mainly due to performance of the Foundation's signature events. Grant programs raised 22% of revenue, a highlight being a \$100,000 grant from RBC for carbon sequestration research. Major gifts, direct mail program and general donations each brought in about 8% of Foundation revenue. Thank you to Conservation Authority Board members who donated their time and resources last year in support of the Foundation.

The Connect Campaign continued to bring in funds to support the new Scanlon Creek Nature Centre, thanks to Infrastructure Canada's GICB program, the largest donor, as well as pledged donors. In-Kind support ramped up in 2025 with SCS Consulting, (engineering), Toronto RediMix, (low carbon concrete), Kelson (plumbing, mechanical) and Marel (drywall). Outstanding multi-year pledges are winding down for completion by 2027. The Connect Campaign Leadership Committee is working on some new major gift (\$25,000+) prospects. Additional focus will be on donor recognition as the grand opening is celebrated this fall.

An additional achievement was the increase in organizational capacity with the hiring of Erin Jones, Philanthropy Engagement Specialist. This fundraising position for the Climate Champion Campaign will seek increased opportunities to connect with current and new donors, amplifying opportunities to raise more for the Conservation Authority's priority initiatives.

From a governance perspective, the Foundation welcomed three new Board members, Marvin Geist, Vimal Patel and Peter Ferragine. Thanks to Randy Greenlaw for his service on the Foundation Board, and to Clare Riepma for his continued service. The Funding Committee expanded its Terms of Reference to add revenue generation responsibilities to existing review and approval of Conservation Authority funding applications and funding report mandate. A new Governance Committee was also created.

Signature Events are always a "must attend" for many supporters, and last year was no exception. The 36th Annual Conservation Dinner raised \$261,894 and the 7th Annual Golf Invitational raised \$109,325. This year's signature events are taking place on June 17th and August 25th respectively. This year's Conservation Dinner is already over 50% sold out.

Another major accomplishment for the Foundation was the re-accreditation with Imagine Canada's Standards Program for excellence in non-profit management for the third time. Under this program, charities must continually demonstrate the highest level of operations across 73

standards in finance, governance, volunteer management, staff management and fundraising. The Foundation has been certified since 2013.

The Foundation expanded its third-party partnerships in 2025 by partnering with Newmarket Bingo and Gaming, volunteering on a six-week rotation in support of their operations, while expanding third-party revenue stream and increasing visibility in the community.

The Foundation is pleased to report that since 2004 when it first hired dedicated staff, the Foundation has disbursed over \$13,857,224 to Conservation Authority programs. Since 2016 when the formal application process for funding was initiated, over 115 programs and projects have been supported. According to Conservation Ontario's 2024 statistical survey, the Foundation achieved the second highest revenue attainment across conservation authority foundations, following Toronto and Region Conservation Authority.

Foundation Executive Director, Cheryl Taylor, is completing a contracted year of shared services (3.33 days per month) with Niagara Peninsula Conservation Foundation. With the overall objective of mentoring staff to help build their capacity, the year was spent assessing current operations, recommending changes and implementing many improved "back office", governance and fundraising programs, policies and procedures. A highlight of the year is a new partnership program set to launch in 2026 with a local Niagara industry, developed by Cheryl for Niagara Peninsula Conservation Foundation. Discussions are progressing to extend the shared services contract further in 2026 to complete priority items.

It is not easy being green. The environmental charitable sector is a difficult one (3% of national charitable giving) and resilience will still be the Foundation's strategy this year. Plans are underway to improve donor retention and acquisition, and to increase donor engagement with new regular e-Newsletters (for example). Additional funding opportunities are being explored with a new participation in the Impact Genome registry, a digital repository where the Foundation can demonstrate the impact of Conservation Authority initiatives, improve trust and connect with more like-minded funders globally. New tools are also being accessed, such as Imagine Canada's Grant Connect, to find more foundations and grant opportunities.

This year, the Foundation will also assess the impact, opportunities and challenges of the amalgamation of conservation authorities from Foundation's perspective.

Issues:

2026 Charitable Trends – The Outlook

As the Foundation establishes its goals and plans for 2026 and beyond, both a macro and micro view of the charitable sector are being considered. Since the pandemic, the number of donors has continued to decline across Canada and globally. The average donor is getting older, and the average gift size is increasing. The Foundation is experiencing all these trends. There is an

increasing charitable need for the services of local and national non-profits, and this is creating more competition amongst charities. Many larger local charities are on the cusp of launching huge capital campaigns, and the impact of this on smaller charities, like ours, may be significant. There is a lot of global insecurity at present, with the need for more safety nets. As the economic outlook remains precarious, the threat of tariffs and overall uncertainty may lead to financial strain for many, and this may affect our ability to raise funds. All these factors will influence goal setting.

Relevance to Conservation Authority Policy:

The Lake Simcoe Conservation Foundation is a critical arm of the Conservation Authority and operates within their existing bylaws, as well as Conservation Authority policies. This is unique partnership where a foundation is both independent but also integrated within certain aspects of Conservation Authority operations.

Impact on Conservation Authority Finances:

The Foundation is always pleased to partner with the Conservation Authority to achieve our shared vision. The Foundation's 2026 fundraising revenue goals will be approved by the Foundation Board on March 25, 2026. Goals will be realistic, based on past performance and current trends. While actual revenue goal attainment is not certain, the Foundation is committed to working closely with senior Conservation Authority staff and finance teams to mitigate any challenges to achieve mutual success.

Summary and Recommendations:

It is therefore **Recommended That** Staff Report No. 08-26-BOD regarding the Lake Simcoe Conservation Foundation's 2025 Preliminary revenue results, accomplishments and highlights be received for information.

Pre-Submission Review:

This Staff Report has been reviewed by the Foundation Executive Director and the Chief Administrative Officer.

Signed by:

Cheryl Taylor
Executive Director, Lake Simcoe
Conservation Foundation

Signed by:

Rob Baldwin
Chief Administrative Officer

Staff Report

To: Board of Directors

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

Date: March 6, 2026

Subject

Planning and Development Fees and Draft Proposed Fee Schedule 2026

Recommendation

That Staff Report No. 09-26-BOD regarding the Lake Simcoe Region Conservation Authority Comprehensive Review of Planning and Development Fees by Watson & Associates be received; and

Further That the proposed Planning and Development Fees Policy be approved effective April 1, 2026.

Purpose of this Staff Report

The purpose of this Staff Report No. 09-26-BOD is to obtain approval regarding the proposed changes to the existing Planning and Development Fee Policy.

Background

Section 21 of the *Conservation Authorities Act (Act)* provides conservation authorities authorization to charge fees for services. Additionally, the Ministry of Natural Resources has set principles and policies for charging fees, which include the setting of fees to recover the full cost of administering and delivering a service for planning and permitting. Fees, however, cannot exceed the costs of administering and delivering the service. Additionally, fees for plan review services are to be administered in accordance with Section 69 of the *Planning Act*, which states that fees should recover the cost of processing each type of application.

In 2021/2022, the Conservation Authority engaged Watson and Associates to undertake a comprehensive full cost user fee review for the Development Services department (Planning, Permit and Enforcement fees). The key objective of the review was to determine the full cost of application processing (direct, indirect, and capital costs) by application type and to make fee recommendations to recover the full cost of service, having regard for the Conservation Authority's policies, stakeholder interest, affordability and market considerations.

On January 1, 2023, a Minister's Direction came into effect that prohibited conservation authorities from making any changes in fee amounts or the methods used to calculate them. This direction was extended through December 31, 2025. As the Conservation Authority moves into 2026, it is now appropriate to update planning and permitting fees in alignment with legislative authority and current service delivery costs, ensuring the continued sustainability and effectiveness of programs.

To support this work, the Conservation Authority again engaged Watson & Associates Economists Ltd. to update the 2021 review. Watson has also worked with several other conservation authorities on their fee schedules. Engaging Watson through this process is an example of the enhanced consistency that the Provincial government is looking to establish.

A copy of the Plan Review and Permitting Fee Review Report prepared by Watson & Associates can be found as Attachment 1.

Staff have prepared an updated proposed fees policy (attachment 2) to reflect the outcome of the work carried out by Watson & Associates. With the Board of Directors' approval, this policy will come into effect April 1, 2026, and is anticipated to be in effect for a two-year period.

The report by Watson & Associates, together with the proposed fees Policy, have been circulated to the Building Industry and Land Development Association (BILD) for comment and at this time there have been no concerns or questions flagged by the Building Industry regarding the proposed fee schedule.

Issues

Review of Impact on Costs

Because current fees already recover the majority of 2025 costs, the changes do not represent broad increases but rather a redistribution of fees to match actual workload. This ensures long-term financial sustainability and fairness for applicants.

Over 2021–2024, application volumes, complexity, and legislative changes (particularly Bill 23 and O. Reg. 41/24) altered the Conservation Authority's review responsibilities. These changes resulted in:

- Shifts in mix of application types (e.g., more minor/residential permits, more administrative reviews now formally required).
- Differences in technical review effort between similar categories (e.g., subdivision vs. condominium).
- Increased need to distinguish "minor," "intermediate," and "major" reviews within both planning and permitting.

These changing volumes and application types directly affected cost recovery levels by altering how much staff time each category consumed, even when overall fee schedules did not change. When Watson compared the 2021 effort estimates indexed to 2025 volumes, it was determined that:

- Planning costs would have been 17% higher.
- Permitting costs would have been 10% higher.

Total costs would have been 13% higher than actual 2025 levels; however, efficiencies related to process improvements and reduced review responsibilities due to legislative changes, addressed what would otherwise have required fee increases of approximately 10-17% to maintain cost recovery. The forecasted workload amounts to 14,327 hours for permit review and 24,927 hours for planning review, representing the full capacity of existing staff. This demonstrates that the level of work processed aligns with a cost-recovery fee structure—staff are performing the full complement of work expected under fee-supported programs.

Using 2025 file volumes and projected revenues aligned with proposed 2026 fee adjustments, permitting revenues would increase by approximately \$100,114.00, while planning revenues would show a slight decrease of \$31,863.00. Therefore, total lost revenue would have been approximately \$68,251.00 had the Conservation Authority been in a position to increase the fees sooner than 2026 lifting of the fees freeze.

Without adjusting fees in 2026 and utilizing the 2021 fee schedule currently in effect, the Conservation Authority sees the following risks:

- Undervaluing some categories (e.g., private residential, administrative reviews);
- Over-recovery from others (e.g., some major planning applications, combined applications);
- Facing pressure on future budgets as the mix of application types shifts.

The fee update is therefore necessary to rebalance categories and maintain long-term cost recovery.

Summary of changes

Attachment 3 illustrates the current fees and the proposed fees side by side to provide a clear picture of where the identified gaps have been in the planning and development fees. The proposed fees informed by the Watson & Associates review reflect the amount of staff effort and technical expertise that is required to process each type of application. The following summarizes the proposed changes to the current fees schedule.

Planning

- Creation of distinct Condominium fees.
- Rebalancing between major/minor OPA and ZBA categories.
- Significant adjustments to Site Plan fee types.
- Revised combined-applications discount (reduced from 70% → 25%).
- Introduction of fees for previously uncharged administrative plan reviews.

Permitting

- New Administrative Permit category.
- Alignment of residential permit fees with required review effort.
- New Intermediate Municipal Permit.
- Revised penalties and reissuance rules.
- Restored equity among minor, intermediate, and major permit types.

Collectively, these updates better align fees with actual effort, reducing overlap between fee types, reflecting current legislative requirements, and supporting the Conservation Authority's full cost-recovery model.

The 2025–2026 fee review shows that Development Services continues to operate at full utilization, even as overall workload levels have decreased compared to prior years. While total projected workload for 2025 is lower than the peak volumes seen in previous cycles, the department's available staff capacity remains fixed. The hours each full-time employee can contribute, along with the combined demand across permitting and planning, continues to match or exceed the total available capacity of the current team. As a result, staff remain fully deployed despite the year-over-year decline in incoming applications.

Achieving full fee cost recovery, however, continues to be challenging due to multiple factors, including the timing of revenue collection and that many planning and permit files span multiple years, with staff workload incurred upfront and revenue often collected later in the process.

Additional factors affecting cost recovery include the legacy files initiated under historical fee schedules, variation in application complexity, non-fee recoverable work performed as part of core service delivery, and fee exemptions in certain categories.

Relevance to Conservation Authority Policy

This review has been carried out in consideration of Section 21 of the *Conservation Authorities Act* and Section 69 of the *Planning Act*. The implementation of the recommended fees will ensure that the Conservation Authority's Planning and Development program operates on a full cost recovery basis as required. The Conservation Authority's fee policy has been updated and

is consistent with legislation. The changes eliminate structural cross-subsidies that developed over 2021-2025 and provide a more defensible, transparent fee structure aligned with provincial expectations.

Impact on Conservation Authority Finances

The anticipated impact of the proposed changes will result in the Planning and Development program operating on a full cost recovery basis. Full cost recovery will continue to be influenced by the volume of applications made under the *Planning Act* and *Conservation Authorities Act*. Conservation Authority staff will monitor the effectiveness of the policy and will seek the assistance of Watson & Associates should it be deemed appropriate that further review of certain fee areas is required. Staff continue to use past experience to ensure staff capacity is closely aligned to updated revenue projections, using monthly and quarterly reviews with finance to balance in-year revenue and expenditures changes.

Summary and Recommendations

It is therefore **Recommended that** No. 09-26-BOD regarding the Lake Simcoe Region Conservation Authority Comprehensive Review of Planning and Development Fees by Watson & Associates be received; and **Further That** the proposed Planning and Development Fees Policy be approved effective as of April 1, 2026.

Pre-Submission Review

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

Signed by:

Glenn MacMillian,
General Manager, Development,
Engineering and Restoration

Signed by:

Rob Baldwin
Chief Administrative Officer

Attachments:

1. Plan review and Permitting Fees Review – Final Report prepared by Watson & Associates Economists Ltd.
2. Draft Fee Policy
3. Comparison of current and proposed fees



Plan Review and Permit Fees Review

Lake Simcoe Region Conservation Authority

Draft Report – For Discussion Purposes

October 9, 2025

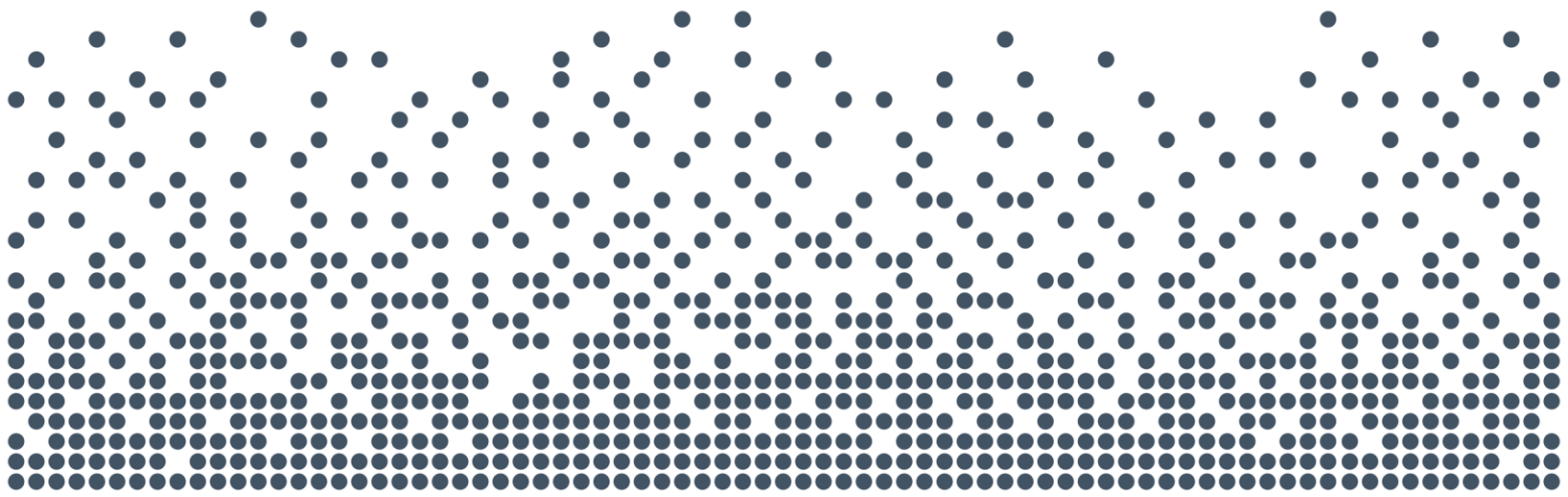
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Report



Chapter 1

Introduction



1. Introduction

1.1 Background

Lake Simcoe Region Conservation Authority (LSRCA) provides planning services and approvals to provincial agencies, municipalities, and landowners throughout its watersheds within the County of Simcoe, the Region of Durham, and the Region of York, as well as the City of Barrie and the City of Kawartha Lakes. Additionally, LSRCA regulates the following matters through permits granted under O.Reg 41/24:

- all development in or adjacent to river or stream valleys, wetlands, shorelines, or hazardous lands;
- alterations to a river, creek, stream, or watercourse; and
- interference with wetlands.

LSRCA last undertook a comprehensive review of the full cost of these services and the fees imposed in 2021.

Changes to the *Conservation Authorities Act* (C.A.A.) through the *Protect, Support and Recover from COVID-19 Act (Budget Measures), 2020*, and the *More Homes Built Faster Act, 2022*, have implications for the types of services provided by Conservation Authorities (C.A.s) and the available funding sources for these services. The impact of these changes on the ability of C.A.s to recover costs through municipal levies, agreements, memorandums of understanding, and fees and charges suggests there will be a greater need for full cost accounting principles (i.e., direct, indirect, and capital costs) and transparency in the determination of fees and charges for all programs and services provided.

The C.A.A. and Ontario Regulations (O. Reg.) 686/21 and 687/21 outline the mandatory programs and services that C.A.s may provide, as well as the proposed funding structures that C.A.s must comply with during the transition period to January 1, 2024. With regard to the required funding structures that were to be in place by January 1, 2024, the amended C.A.A. and regulations identify that programs and services can be funded through the municipal levy if they are a mandatory program or service or a program or service provided on behalf of a partnering municipality through a memorandum of understanding (MOU) or agreement.



On November 28, 2022, the Ontario government enacted the *More Homes Built Faster Act, 2022* (Bill 23), as part of its broader Housing Supply Action Plan. The legislation aims to facilitate the development of 1.5 million new homes over the next decade by streamlining planning processes and amending ten statutes, including the *Conservation Authorities Act (C.A.A.)*, *the Development Charges Act*, and *the Planning Act*. Among its provisions, Bill 23 grants the Minister of Natural Resources and Forestry the authority to issue directives to conservation authorities regarding fee structures. On December 28, 2022, all conservation authorities were instructed not to adjust fees associated with planning and development reviews or permitting activities until the end of 2023. This directive was subsequently extended through December 31, 2025, with no further guidance issued for 2026 as of the time of reporting.

1.2 Objectives

Watson & Associates Economists Ltd. (Watson) was retained by LSRCA to update the 2021 review of the plan review and permitting fees that they impose. The primary objectives of the fee review are to assess the full cost of providing plan review and permitting services in light of recent legislative changes (i.e., *The More Homes Built Faster Act, 2022*), as well as the adequacy of the current fees to recover the anticipated costs of service. Furthermore, Watson was tasked with assessing the annual level of effort and the impacts that changes in staff structure, internal review processes (i.e., efficiency improvements), application complexity, and responsibilities have had on those levels of effort since 2021.

This analysis was the basis for the fee structure recommendations to improve cost recovery levels while:

- being defensible and conforming with the C.A.A. and O. Reg. 686/21, in that the costs of non-mandatory programs and services will need to be funded by self-generated revenue sources;
- having regard for the Minister's list of classes of programs and services in response to which C.A.s may charge a fee;
- balancing LSRCA's need to maximize cost recovery with stakeholder interests, affordability, and competitiveness;
- reflecting industry best practices; and
- considering the administrative process for implementing fees, including ease of interpretation of the fee schedule.



The analysis provided herein and ultimate fee recommendations have been developed to recover the full costs of service, including indirect and overhead support costs and capital costs associated with plan review and permitting activities. The final implementation plan for these fees will be determined through consultation with the LSRCA's Board and consideration of the legislative ability to increase fees.

This technical report summarizes the legislative context for the fees review, provides a detailed methodology for assessing the full costs of service, and presents the recommended fees.

1.3 Legislative Context for Fees Review

The context for the fees review is framed by the statutory authority available to LSRCA to recover the costs of service through user fees. The statutory authority for imposing fees for services, including plan review and section 28 permits, is conferred through the C.A.A.

1.3.1 *Conservation Authorities Act, 1990*

Section 21 of the C.A.A. provides C.A.s the legislative authority to charge fees for services. Recent changes to the C.A.A. through *the Building Better Communities and Conserving Watershed Act, 2017* (Bill 139) and the *More Homes, More Choice Act, 2019* (Bill 108), have implications for the types of services C.A.s provide and how costs are recovered. S. 21.1, S. 21.1.1, and Section 21.1.2. of the C.A.A. and O. Reg. 686/2 identify the programs and services that a C.A. is required or permitted to provide within its area of jurisdiction. These programs and services include:

- Mandatory programs and services (section 21.1) related to:
 - Risk of Natural Hazards;
 - Conservation and Management of Lands;
 - Other Programs and Services related to the provincial groundwater monitoring program, the provincial stream monitoring program, or a watershed-based resource management strategy;
 - Conservation authority duties, functions, and responsibilities as a source protection authority under the Clean Water Act, 2006;
 - Lake Simcoe Region Conservation Authority duties, functions, and responsibilities under the Lake Simcoe Protection Act, 2008; and



- Prescribed services under the Building Code Act, 1992.
- Municipal programs and services (section 21.1.1)
 - Provided through an M.O.U. or agreement with municipal partners.
- Other programs and services (section 21.1.2).

C.A.s may apportion operating costs of programs and services to participating municipalities. However, the apportionment of the costs of “municipal” programs and services must be identified in an MOU or agreement and the costs of “other” programs and services must be identified in a cost apportionment agreement. The apportionment of costs may also be appealed by the participating municipalities.

C.A.s are required to determine the fees for service unless prescribed through regulation. C.A.s are required to maintain a fee schedule that sets out the programs and services it provides and for which it charges a fee, the amount of the fee, and the manner in which the fee has been determined.

C.A.s are required to adopt a fee policy, including fee schedule, frequency, and process for review (including notice and public availability), and circumstances for the request of reconsideration. The fees and fee policy shall be made available to the public and reviewed at regular intervals. Notice of any changes to the list of fees, amount of any fee, or the manner in which the fees were determined, shall be given to the public.

The Province also released Phase 2 of the *Conservation Authorities Act* regulations, including:

- O.Reg. 402/22: Budget Apportionment;
- O.Reg. 401/22: Determination of Amounts Under subsection 27.2 (2) of the Act;
- O.Reg/ 400/222: Information requirements; and
- O.Reg. 399/22: Amendment to the Minister’s Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act (Ontario Regulation 687/21).

As part of the release of the second phase of the regulations in 2022, the Province also released their Minister’s list of classes of programs and services in response of which C.A.s may charge a fee. The policy identifies that fees charged must be a “user fee” in which there is a direct benefit of service received and the “user pay” principle is appropriate. Further direction is provided that fees for planning and permitting services



should be developed to recover but not exceed the costs associated with administering and delivering the services on a program basis.

1.3.2 The More Homes Built Faster Act, 2022

The More Homes Built Faster Act, 2022 (Bill 23) received Royal Assent on November 28, 2022. The bill was introduced with the following objective: “This plan is part of a long-term strategy to increase housing supply and provide attainable housing options for hardworking Ontarians and their families.” The Province plans to address the housing crisis by targeting the creation of 1.5 million homes over the next 10 years. To implement this plan, Bill 23 introduced several changes to the C.A.A. and nine other Acts, including the *Development Charges Act* and the *Planning Act*, which seek to increase the housing supply. The changes to the C.A.A. that are now in force include:

- Identifying programs and services that are prohibited within municipal and other programs and services. This change means that C.A.s are no longer permitted to review and comment on a proposal, application, or other matter made under a prescribed Act (if unrelated to their mandatory programs and services under O.Reg. 686/21). One of the main areas impacting C.A. involvement is their role in reviewing natural heritage matters on behalf of their municipal partners.
- The Minister of Natural Resources and Forestry was granted authority to issue a written direction to C.A.s to not change fees under section 21.3 of the C.A.A. Written direction was provided to all C.A.s on December 28, 2022 not to change fees related to reviewing and commenting on planning and development proposals, applications, or land use planning policies, or for C.A. permitting until December 31, 2023. This was further extended until December 31, 2025 and no direction has been provided for 2026 at the time of writing.
- Regulations have been provided exempting the requirement for a permit under section 28, when a development has been authorized under *Planning Act* application.
- Furthermore, O. Reg. 41/24 provides for the exemption of the following from the permitting process:
 - The construction, reconstruction, erection or placement of,
 - a seasonal or floating dock that,
 - is 10 square metres or less,
 - does not require permanent support structures, and
 - can be removed in the event of flooding,



- a rail, chain-link or panelled fence with a minimum of 75 millimetres of width between panels, that is not within a wetland or watercourse,
- agricultural in-field erosion control structures that are not within and that do not have any outlet of water directed or connected to a watercourse, wetland or river or stream valley,
- a non-habitable accessory building or structure that,
 - is incidental or subordinate to the principal building or structure,
 - is 15 square metres or less, and
 - is not within a wetland or watercourse, or
- an unenclosed detached deck or patio that is 15 square metres or less, is not placed within a watercourse or wetland and does not utilize any method of cantilevering;
- the installation of new tile drains that are not within a wetland or watercourse, within 30 metres of a wetland or within 15 metres of a watercourse, and that have an outlet of water that is not directed or connected to a watercourse, wetland or river or stream valley, or the maintenance or repair of existing tile drains;
- the installation, maintenance or repair of a pond for watering livestock that is not connected to or within a watercourse or wetland, within 15 metres of a wetland or a watercourse, and where no excavated material is deposited within an area where subsection 28 (1) of the *Act* applies;
- the maintenance or repair of a driveway or private lane that is outside of a wetland or the maintenance or repair of a public road, provided that the driveway or road is not extended or widened and the elevation, bedding materials and existing culverts are not altered;
- the maintenance or repair of municipal drains as described in, and conducted in accordance with the mitigation requirements set out in the *Drainage Act* and the *Conservation Authorities Act* Protocol, approved by the Minister and available on a government of Ontario website, as it may be amended from time to time; and
- the reconstruction of a non-habitable garage with no basement, if the reconstruction does not exceed the existing footprint of the garage and does not allow for a change in the potential use of the garage to create a habitable space.



Chapter 2

Activity-Based Costing Methodology



2. Activity-Based Costing Methodology

2.1 Activity-Based Costing Methodology for Plan Review and Permitting Fees

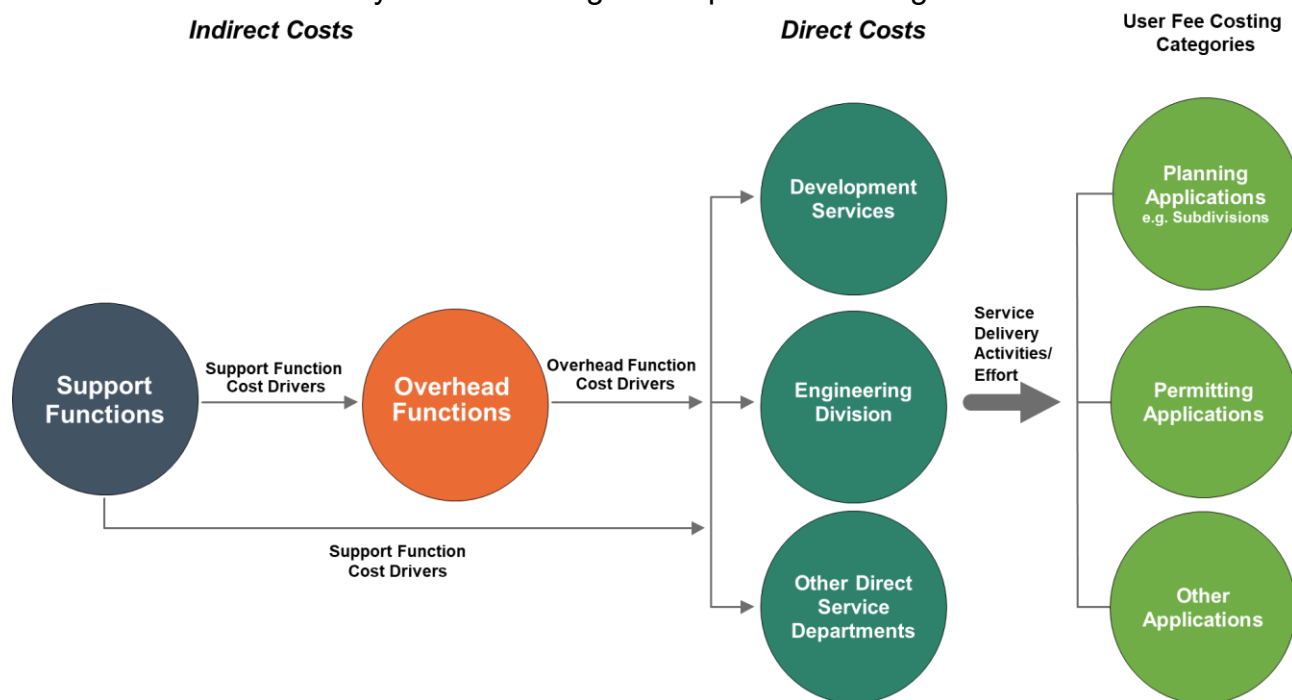
An A.B.C. methodology, as it pertains to municipal governments and conservation authorities, assigns an organization's resource costs to the services provided to the public through its activities. Conventional public sector accounting structures are typically not well-suited to the costing challenges associated with application processing activities, as these accounting structures are business unit-focused and therefore inadequate for fully costing services that involve multiple business units. An A.B.C. approach better identifies the costs associated with the processing activities for specific application types. It is thus an ideal method for determining the full cost of processing applications and other user-free activities.

Figure 2-1 illustrates that an A.B.C. methodology attributes processing effort and associated costs from all participating business units to the appropriate service categories (user fee costing categories). The definition of these user fee costing categories is further explained in Section 2.2. The resource costs attributed to processing activities and user fee costing categories include direct operating, indirect support, and capital costs. Indirect support functions and corporate overhead expenses can be allocated to direct business units based on operational cost drivers (e.g., human resource costs allocated according to the relative share of full-time equivalent (FTE) positions supported).

Once support costs have been allocated amongst direct business units, the accumulated costs (i.e., indirect, direct, and capital costs) are distributed across the various user fee costing categories, based on the business unit's direct involvement in the processing activities. Each business unit's direct participation in the user fee review processes is assessed by tracking the relative shares of staff processing efforts across the sequence of mapped process steps for each user fee category. Employing this costing methodology provides municipalities with a better recognition of the costs utilized in delivering user fee processes, as it acknowledges not only the direct costs of resources deployed but also the operating and capital support costs required by those resources to provide services.



Figure 2-1
Activity-Based Costing Conceptual Flow Diagram



2.2 User Fee Costing Category Definition

LSRCA's business units provide various review services, which, for this study, are categorized into multiple cost objects or user fee categories. A critical component of the full cost user fees review is the selection of the costing categories. This is an essential first step as the process design, effort estimation, and subsequent costing are based on these categorization decisions.

The A.B.C. user fee model allocates the service channel-defined costs (i.e., direct, indirect, and capital costs) presented in the following sections across the defined user fee categories. User fee costing categories were established during the project initiation stage of the study and through subsequent discussions with staff. These user fee costing categories largely reflected the categorization utilized in the previous study, however, additional categories were included to understand:

- Differences in level of effort for Draft Plan of Condominium and Draft Plan of Subdivision applications which were previously assessed as the same application type



- Administrative Plan Reviews to account for minor reviews that were previously not required to have a formal review process but due to legislative changes are now required.
- Administrative Private Residential Permits to account for activities that now require formal permits that would have previously been informal approvals (via email confirmations) due to changes in legislation.
- Minor permits for Major Residential, Commercial, Industrial, and Institutional Proposals to account for permits that are more minor in nature that are currently charged as intermediate permits.
- Intermediate Permits for Municipal Proposals to account for applications that do not meet the requirements of a major permit applications but are more complex than a minor permit application.

The user fee costing categories included in the A.B.C. model, which were later used to rationalize changes to LSRCA's fee structure, are presented in tables throughout the report.

2.3 Process Map Documentation

Once the user fee costing categories have been established, the next step is to link the direct service departments and the costing categories. This is done by documenting LSRCA review activities and generating process maps/steps. The process maps were developed based on the established process maps from the 2021 study. Staff then reviewed the process maps as part of the effort estimation process to identify if there were changes to the process due to changes in internal process, legislation or application complexity.

2.4 Processing Effort Estimate Collection, Reasonability Check, and Cost Allocations

To capture the relative level of effort of each participating staff member in processing activities, working sessions were held to discuss the impacts that changes in legislation have had on LSRCA review responsibilities and any internal factors that may have resulted in changes to levels of effort since the last study. Staff then reviewed the effort estimates provided in the 2021 study to identify changes resulting from legislative updates, internal process and structure modifications, and application complexity.



The updated effort estimates received were then applied against average annual user fee volumes for the 2021-2024 period to assess the yearly average processing time per position spent on each user fee category. Further refinements were made to these annual averages using LSRCA budget projects where historical averages differed significantly from what was anticipated in the future.

Annual processing efforts per staff position were then measured against available processing capacity to determine overall service levels. The results of the initial capacity analysis were reviewed with staff to ensure that the effort on both an annual and per-application basis was appropriate, considering the time spent on other responsibilities outside of those within the scope of this review, and to allow for any further refinements to be made. Table 2-2 summarizes the utilization by department or division and by major review category. The utilization is presented in total annual utilized FTEs and a percentage of annual capacity for each involved department.

**Table 2-2
Staff Capacity Utilization by Department and Business Unit**

Costing Category Group	Development Services		Engineering Division		Administration		Total	
	FTEs							
	24.3		8.0		2.0		34.3	
Official Plan Amendment	0.2	1%	0.1	1%	-	0%	0.2	1%
Zoning By-law Amendment	0.8	3%	0.4	5%	-	0%	1.3	4%
Subdivision/Condominium	1.7	7%	0.8	10%	-	0%	2.5	7%
Site Plan	2.1	9%	2.2	28%	-	0%	4.4	13%
Other Planning Applications	0.6	3%	0.1	2%	<0.1	<1%	0.8	2%
Committee of Adjustments	0.5	2%	0.0	0%	-	0%	0.5	1%
Combined Planning Applications	0.7	3%	0.4	5%	-	0%	1.1	3%
Private Residential Property Permit	6.7	28%	1.5	19%	<0.1	<1%	8.2	24%
Major Residential Permit	1.5	6%	1.1	14%	<0.1	<1%	2.6	8%
Municipal Proposals	0.7	3%	0.7	9%	<0.1	<1%	1.4	4%
Large Fill Proposals	0.1	0%	0.0	0%	<0.1	<1%	0.1	0%
Technical Reviews	0.0	0%	0.1	1%	-	0%	0.1	0%
Environmental Assessments	0.1	1%	0.1	1%	-	0%	0.2	1%
Permit Renewal	0.0	0%	-	0%	-	0%	0.0	0%
Total	15.9	65%	7.5	94%	-	1%	23.4	68%

Of the 34.3 individuals within these departments, 68% or 23.4 FTEs are utilized on planning and permitting review activities. With respect to the Development Services staff, 15.9 of the total 24.3 budgeted FTEs (65%) are utilized on planning and permitting reviews. This indicates that approximately 35% of their time is spent on non-development review activities, such as policy development, other organizational initiatives, and defence of applications at the OLT. Development Services staff also represent 68% of the total involvement from all staff in the review of development applications (i.e., 15.9/23.4). The remainder of the involvement is primarily from the



Engineering Division, with some minor efforts from Administrative staff. The majority of engineering staff's time (75% of the 7.5 utilized FTEs) is spent on technical reviews for subdivisions, site plans, private residential property permits and major residential permits.

When comparison across plan review and permitting applications, approximately 46% of utilized staff (i.e., 10.7 FTEs) are deployed on planning applications and 54% (i.e., 12.7 FTEs) are deployed on permitting reviews. Within planning applications, site plan reviews represent the greatest amount of staff time with 4.4 FTEs utilized annually followed by subdivision reviews with 2.5 FTEs utilized annually. The remainder of staff's time spent on planning applications is on OPA, ZBA and combined applications representing 24% of the total 10.7 FTEs.

For permitting reviews, the majority of the efforts can be attributed to private residential permits (8.2 FTEs), major residential permits (2.6 FTEs) and municipal proposals (1.4 FTEs). These three areas represent 96% of the efforts on permitting review categories.

2.5 Full Cost of Providing Development-Related Fee Review Services

As defined in Section 2.1, the full cost of providing planning and permitting review services comprises direct, indirect, and capital costs. The following sections define each of these cost objects and describe how they are allocated to the individual costing categories.

2.5.1 Direct Costs

Direct costs refer to the employee costs (salaries, wages, and benefits), materials and supplies, services, and rents that are typically consumed by directly involved departments or business units. To identify the amount of direct costs that should be allocated to the user fee categories, cost drivers have been identified. Cost drivers are the non-financial operational data used to allocate shares of the defined costs across multiple user fee categories. Ideally, cost driver data documents the relative intensity of effort multiple employees deploy against a single cost object/fee category or the relative intensity of effort a single employee deploys against multiple cost objects/fee categories. For the purposes of a full cost user fee analysis, the cost drivers in an A.B.C. user fee model presents the need to distribute multiple employee positions



(direct costs) across multiple cost objects. The cost drivers for direct costs are the allocations of staff time to the individual user fee costing categories, which have been summarized in aggregate in Table 2-2 above.

2.5.2 Indirect Costs

An A.B.C. model includes both the direct service costs of providing service activities and the indirect support costs that allow direct service departments to perform these functions. The method of allocation employed in this analysis is referred to as a step-down costing approach. Under this approach, support functions and general corporate overhead functions are classified separately from direct service delivery departments. These indirect cost functions are then allocated to direct service delivery departments based on a set of cost drivers, which subsequently flow to plan review application and permit fee categories according to staff effort estimates. Cost drivers are units of service that best represent the consumption patterns of indirect support and corporate overhead services by direct service delivery departments. As such, the relative share of a cost driver (units of service consumed) for a direct department determines the relative share of support/corporate overhead costs attributed to that direct service department. An example of a cost driver commonly used to allocate human resources support costs would be a department's share of total corporate full-time equivalent (FTE) staff positions.

2.5.3 Capital Costs

The inclusion of capital costs within the full cost planning review and permit fees calculations follows a methodology similar to indirect costs. The annual replacement value of assets commonly utilized to provide direct department services has been included to reflect capital costs of service. The replacement value approach determines the annual asset replacement value over the expected useful life of the respective assets. This reflects the annual depreciation of the asset over its useful life based on current asset replacement values using a straight-line amortization approach. This annuity is then allocated across all fee categories based on the capacity utilization of direct departments.

The annual capital replacement contribution has been calculated based on the replacement of the LSRCA administration facility utilized in the provision of planning review and permit review services. These annual capital cost estimates were then allocated to the fee categories based on staff resource utilization.



Chapter 3

Planning and Permitting Fee Review Full Cost Assessment and Fee Recommendations



3. Planning and Permitting Fee Review Full Cost Assessment and Fee Recommendations

3.1 Introduction

This chapter presents the full costs, cost recovery levels of current fees, and recommended fee structure and rates for the development related fees. This chapter presents the full costs assessment and cost recovery levels in 2025\$ values. To maintain the cost recovery levels presented in this report for the recommended fees, adjustments will need to be applied to the fee recommendations to index them annually based upon the LSRCA's annual budgeted cost increases or other appropriate index (i.e., the Consumer Price Index).

A municipal fee survey, for the fees within the scope of this review, was undertaken for market comparison purposes and is presented in Appendix A. The survey results were considered in discussions with staff in determining recommended user fees.

3.2 Full Cost of Providing Planning and Permitting Review Services

Table 3-1 presents LSRCA's annual costs of providing planning and permitting review services. The estimated annual costs and revenues are presented in aggregate and are based on existing fees. The annual costs reflect the organizational direct, indirect, and capital costs associated with processing activities at average historical volume levels. These historical averages span the periods of 2021-2024. Costs are based on the 2025 budget and are compared with revenues modelled from current (2025) fee schedules applied to average application and charging parameters.



Table 3-1
Cost Recovery Assessment of Current Planning and Permitting Fee Reviews
(2025\$)

Costing Category Group	Direct Costs		Indirect Costs	Capital Costs	Total Costs	Current Fees		
	SWB Costs	Other Direct Costs i.e. Non-SWB Costs				Annual Revenue	Cost Recovery	Surplus/ (Deficit)
Official Plan Amendment	30,714	3,838	7,614	73	42,239	42,068	100%	(171)
Zoning By-law Amendment	167,847	22,360	41,319	394	231,920	242,909	105%	10,990
Subdivision/Condominium	336,990	43,515	82,153	783	463,441	516,391	111%	52,950
Site Plan	587,510	104,555	146,782	1,376	840,223	850,115	101%	9,892
Committee of Adjustments	57,462	3,738	14,911	146	76,257	80,575	106%	4,318
Combined Planning Applications	149,730	21,195	36,599	347	207,871	251,089	121%	43,218
Other Planning Applications	99,819	10,078	25,054	242	135,193	53,320	39%	(81,873)
Total - Planning	1,430,070	209,280	354,432	3,361	1,997,143	2,036,468	102%	39,325
Private Residential Property Permit	1,060,680	110,977	268,273	2,588	1,442,519	1,130,968	78%	(311,551)
Major Residential Permit	343,523	55,275	86,461	819	486,078	528,456	109%	42,378
Municipal Proposals	193,585	32,733	46,578	439	273,336	454,857	166%	181,521
Large Fill Proposals	16,958	2,209	4,276	41	23,484	27,428	117%	3,944
Technical Reviews	14,895	2,994	3,715	35	21,639	21,542	100%	(96)
Environmental Assessments	33,016	4,838	7,935	75	45,864	33,414	73%	(12,450)
Permit Renewal	1,529	108	452	4	2,094	-	0%	(2,094)
Total - Permitting	1,664,186	209,136	417,690	4,001	2,295,013	2,196,665	96%	(98,348)
Grand Total	3,094,256	418,416	772,122	7,362	4,292,157	4,233,133	99%	(59,023)

Overall, the total annual costs incurred from planning and permitting review activities amount to \$4.3 million. Direct costs represent 82% of annual costs (\$3.5 million) and indirect and capital costs make up 18% (\$779,000) of total costs. In aggregate, revenues associated with current fees and average annual applications total \$4.2 million, or 99% of total annual costs, resulting in \$59,000 of the costs of planning and permitting review being funded by the levy.

3.2.1 Planning Application Review

When looking at planning application reviews independently, they represent 47% (\$2.0 million) of the total costs of services included within this review. Table 3-1 breaks down these annual costs into major application types.

Current planning application fees are recovering 102% of annual costs of service. This level of cost recovery does, however, differ by application type with combined applications (i.e., any combination of Official Plan Amendments, Zoning By-law Amendments, Subdivisions and Site Plan applications) having the highest levels of cost recovery at 121% and other minor planning applications (e.g., technical reviews, site visits, etc.) having the lowest level of cost recovery at 39%. Other minor planning applications include application types for which there are not currently fees imposed such as Administrative Plan Reviews.



Generally, cost recovery levels have been consistent across the various application groups, however, the mix of applications within each group (i.e., the ratio of major versus minor application within the various application types) has changed and altered the overall cost recovery levels. Furthermore, improvements to LSRCA review process has yielded some efficiencies resulting in lower costs for some application types which has further compounded this effect. As a result, the following recommendations have been made to rebalance this cost recovery by application type and ensure that the authority can maintain full cost recovery levels.

- Official Plan and Zoning By-law Amendment – for both of these fee types, the major application fees have been set at levels to subsidize the minor application fees (i.e., major applications are over recovering their costs and minor are under recovering their costs). Overall current fees are recovering their full cost of service on average and fee recommendations have been made to ensure that both the major and minor applications are set at full cost recovery levels to reduce the cross subsidization.
- Subdivision and Condominium – through this process, LSCRA staff wanted to investigate the differences in costs of the Subdivision and Condominium review process as previously they were assumed to be the same level of effort. It was identified that the Condominium process was more streamlined than the subdivision process and as such the current combined fee was not reflective of the costs of services. As a result, it is recommended that a separate Condominium fee be imposed. Furthermore, reductions to the per unit fee and maximum fee imposed on Subdivision have been made to align cost recovery levels.
- Site Plan Applications – current site plan fees have been recovering 96% of their annual costs across all application types, however, when looking at the individual application types, that cost recovery varies from 56% for a Major Site Plan and 125% for a Water Balance Review. Fee recommendations for the various charges imposed related to site plan applications have been made to move all fees to full cost recovery levels resulting in some fees being increased (e.g., Major Site Plans) and some fees being decreased (e.g., Water Balance Reviews).
- Consent and Minor Variance – currently the authority imposes a minor and major fee that is charged for either a minor variance or consent applications. Recommendations are to implement separate major and minor fees for consents



and minor variances to better align the fees to costs of reviewing each type of application.

- Combined Applications – LSRCA’s current policies for combined applications are:
 - For combined OPAs and ZBAs, only impose one fee as there is no additional efforts when these applications are submitted together.
 - To impose the full site plan or subdivisions application and 70% of the OPA and ZBA fee when OPA/ZBA applications are received concurrently with subdivision and site plan applications.

This policy results in the fees recovery more than the full cost of service when combined with the other fee recommendations. As such, it is recommended that the 70% reduction applied to OPA/ZBA fees when combined with subdivision or site plan applications be reduced to 25% to better align the fees with providing the service.

Detailed fee recommendations are presented in Table 3-3 and the impacts on cost recovery levels are presented in Table 3-2.

Table 3-2
Cost Recovery Assessment of Recommended Planning Review Fees
(2025\$)

Costing Category Group	Direct Costs		Indirect Costs	Capital Costs	Total Costs	Proposed Fees		
	SWB Costs	Other Direct Costs i.e. Non-SWB Costs				Annual Revenue	Cost Recovery	Surplus/ (Deficit)
Official Plan Amendment	30,714	3,838	7,614	73	42,239	40,844	97%	(1,395)
Zoning By-law Amendment	167,847	22,360	41,319	394	231,920	233,315	101%	1,395
Subdivision/Condominium	336,990	43,515	82,153	783	463,441	464,437	100%	996
Site Plan	587,510	104,555	146,782	1,376	840,223	840,223	100%	-
Committee of Adjustments	57,462	3,738	14,911	146	76,257	76,257	100%	-
Combined Planning Applications	149,730	21,195	36,599	347	207,871	206,875	100%	(996)
Other Planning Applications	99,819	10,078	25,054	242	135,193	135,193	100%	-
Total - Planning	1,430,070	209,280	354,432	3,361	1,997,143	1,997,143	100%	0



**Table 3-3
Recommended Planning Review Fees
(2025\$)**

Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Applications made under the Planning Act						
Preconsultation Fee	765	Per Application	765	Per Application	-	0%
Block/Neighbourhood Plans – Proponent Driven		Per Application	30,102	Per Application	n/a	n/a
Minor Official Plan Amendment - Proponent Initiated (No technical review required – planning review only)	2,195	Per Application	2,450	Per Application	255	12%
Major Official Plan Amendments — Proponent Initiated (Technical review required)	12,904	Per Application	12,091	Per Application	(813)	-6%
Minor Zoning By-Law Amendment - Proponent Initiated (no technical review required – planning review only)	2,195	Per Application	2,450	Per Application	255	12%
Major Zoning By-Law Amendment - Proponent Initiated (Technical review required)	12,904	Per Application	12,091	Per Application	(813)	-6%
Combined Official Plan Amendment / Zoning By-law Amendment	12,904	Per Application	12,091	Per Application	(813)	-6%
Draft Plan (Subdivision) Approval — Minimum Fee	18,645	Per Application	18,645	Per Application	-	0%
Draft Plan Approval (Subdivision) — >60 Lots/Units (\$/lot) Maximum Fee imposed at 160 lots	294	Per Lot/Unit	181	Per Lot/Unit	(113)	-38%
Draft Plan Approval (Subdivision) — Maximum Fee	47,002	Per Application	36,761	Per Application	(10,241)	-22%
Final Plan Approval (Subdivision) — Minimum Fee (<60 lots)	12,485	Per Application	12,485	Per Application	-	0%
Draft Plan (Condo) Approval — Minimum Fee	18,645	Per Application	8,584	Per Application	(10,061)	-54%
Draft Plan Approval (Condo) — >60 Lots/Units (\$/lot) Maximum Fee imposed at 160 lots	294	Per Lot/Unit	181	Per Lot/Unit	(113)	-38%
Draft Plan Approval (Condo) — Maximum Fee	47,002	Per Application	26,700	Per Application	(20,302)	-43%
Final Plan Approval (Condo) — Minimum Fee (<60 lots)	12,485	Per Application	5,748	Per Application	(6,737)	-54%
Combined OPA/ZBA Subdivision or Condominium	Full Subdivision Fee and 70% of OPA/ZBA Fee	Per Application	Full Subdivision Fee and 25% of OPA/ZBA Fee	Per Application	n/a	n/a
Draft Plan of Subdivision — Red-line Revision (triggering additional technical review)	5,202	Per Application	5,202	Per Application	-	0%
Draft Plan of Subdivision - Request for Extension of Approval	1,308	Per Application	1,308	Per Application	-	0%
Site Plan — Residential/Institutional (> 15 units)	21,368	Per Application	19,786	Per Application	(1,582)	-7%
Site Plan - Residential/Institutional (<15 units)	14,280	Per Application		Per Application	5,506	39%
Combined OPA/ZBA/Site Plan (>15 units)	Full Site Plan Fee and 70% of OPA/ZBA Fee	Per Application	Full Site Plan Fee and 25% of OPA/ZBA Fee	Per Application	n/a	n/a
Combined OPA/ZBA/Site Plan (<15 units)	Full Site Plan Fee and 70% of OPA/ZBA Fee	Per Application	Full Site Plan Fee and 25% of OPA/ZBA Fee	Per Application	n/a	n/a
Site Plan — Residential (single-unit)/Agricultural (Minor) No Technical review required.	2240.00	Per Application	1,977	Per Application	(263)	-12%



Table 3-3 Cont'd
Recommended Planning Review Fees
(2025\$)

Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Applications made under the Planning Act						
Site Plan — Residential (single-unit)/Agricultural (Major) Technical review required.	4794.00	Per Application	8,583	Per Application	3,789	79%
Combined OPA/ZBA/Site Plan (Residential - Single unit/Agricultural) (Major)	Full Site Plan Fee and 70% of OPA/ZBA Fee		Full Site Plan Fee and 25% of OPA/ZBA Fee		n/a	n/a
Site Plan — Golf Courses, Aggregate	27,136	Per Application	24,262	Per Application	(2,874)	-11%
Site Plan — Commercial and Industrial	24,734	Per Application	23,323	Per Application	(1,411)	-6%
Site Plan Amendment Fee - Minor (Minimal Review or Revisions)	2,601	Per Application	2,235	Per Application	(366)	-14%
Greater Than (>) Two (2) Technical Re-Submissions	25% of Application Fee for each additional submission after the second.	Per Application	25% of Application Fee for each additional submission after the second.	Per Application	n/a	n/a
Site Plan – Water Balance Review Only (WHPA Q2 & WBOP)	3,214	Per Application	2,576	Per Application	(638)	-20%
Water Balance Review (WHPA Q2 Area) – typical technical review			2,639	Per Application	n/a	n/a
Phosphorus Offsetting Policy (POP) Review Only	3,455	Per Application	4,257	Per Application	802	23%
Consent (Minor - no technical review required - planning review only)	536	Per Application	618	Per Application	82	15%
Consent (Major - technical review required)	2,079	Per Application	2,406	Per Application	327	16%
Minor Variance Application (Minor - no technical review required - planning review only)	536	Per Application	529	Per Application	(7)	-1%
Minor Variance Application (Major - technical review required)	2,079	Per Application	1,655	Per Application	(424)	-20%
Developmental Potential Review - Planning (in writing)	1,144	Per Application	1,251	Per Application	107	9%
Peer Review (e.g. Geotechnical Study)	Paid by Applicant	n/a	Paid by Applicant	n/a	n/a	n/a
Site Visit Fee (Required for requested site visits that are not subject to a current and open application under the Planning Act.)	1,561	Per Application	954	Per Application	(607)	-39%
Administrative Plan Review			733		n/a	n/a



3.2.2 Permitting Application Fees

Permit fees are currently recovering 96% of the total annual costs of \$2.3 million. Comparing this cost recovery level to those in the prior user fee study (i.e., 100%), cost recovery levels have decreased slightly. Similar to planning review, this is largely due to fee recommendations in the prior study allowing for some application types to subsidize other applications types, changes in the application types received and changes in efficiency/level of review that LSCRA staff are undertaking. Table 3-1 outlines the cost recovery levels by major application type.

The following provides an overview of the fee recommendations that attempt to better align fees with the costs of service.

- For all application types, the fee for retroactive permits has been recommended to be increased to market levels of 3 times the cost of the required permit's fee. Additionally, for permit reissuance, as this is generally a fixed administrative process, it has been recommended that for all types that a fee of \$350 is imposed rather than the current practice of charging half of the original permit fee.
- Private Residential Permits – 14% fee increases for Major and Intermediate permits has been recommended as well as the introduction of a new fee for Administrative Permit Reviews of \$315. This administrative permit is being implemented as LSRCA is now required to issue formal permits for activities that previously would have only required an informal permission ensuring that the development/structure was allowed to be built.
- Major Residential Permits – minor increases (1%) have been recommended for Major Permit Applications and Green Energy Permits.
- Municipal Proposals – the introduction of a new Intermediate Permit Application (at the previous Minor Permit Application fee) has been recommended as well as the reduction of the current Minor Permit Application from \$4,284 to \$962.

Detailed fee recommendations are presented in Table 3-5 and the impacts on cost recovery levels are presented in Table 3-4. The under recovery of \$12,450 is entirely due to LSRCA not imposing fees for Schedule A Environmental Assessments (EAs). Not imposing fees for Schedule A EAs is the common practice among conservation authorities in Ontario.



Table 3-4
 Cost Recovery Assessment of Recommended Permitting Review Fees
 (2025\$)

Costing Category Group	Direct Costs		Indirect Costs	Capital Costs	Total Costs	Proposed Fees		
	SWB Costs	Other Direct Costs i.e. Non-SWB Costs				Annual Revenue	Cost Recovery	Surplus/ (Deficit)
Private Residential Property Permit	1,060,680	110,977	268,273	2,588	1,442,519	1,300,583	90%	(141,936)
Major Residential Permit	343,523	55,275	86,461	819	486,078	525,968	108%	39,890
Municipal Proposals	193,585	32,733	46,578	439	273,336	344,689	126%	71,353
Large Fill Proposals	16,958	2,209	4,276	41	23,484	54,273	231%	30,789
Technical Reviews	14,895	2,994	3,715	35	21,639	21,542	100%	(96)
Environmental Assessments	33,016	4,838	7,935	75	45,864	33,414	73%	(12,450)
Permit Renewal	1,529	108	452	4	2,094	2,094	100%	-
Total - Permitting	1,664,186	209,136	417,690	4,001	2,295,013	2,282,563	99%	(12,450)



**Table 3-5
Recommended Permitting Review Fees
(2025\$)**

Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Permit Applications made under the Conservation Authorities Act and O.Reg.179/06						
Private Residential Property						
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	Per Application	5,936	Per Application	753	15%
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	Per Application	1,986	Per Application	252	15%
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	Per Application	765	Per Application	-	0%
Routine Permit Application Limited review, minor in nature relative to cost, location, or impact.	612	Per Application	612	Per Application	-	0%
Permit Revisions - amendments/minor changes to plans made under a previously approved and still valid permit.	Half the original Permit Fee	n/a	Half the original Permit Fee	n/a	n/a	n/a
Retroactive Permit	Double Permit Fee		Three times permit fee		n/a	n/a
Permit Reissuance	Half the original Permit Fee		350	Per Application	n/a	n/a
Legal/Real Estate Inquiries	536	Per Application	536	Per Application	-	0%
Letter of Comment	260	Per Application	260	Per Application	-	0%
Permit Associated with Minister's Zoning Order (s.28.0.1)	Double Permit Fee		Double Permit Fee		n/a	n/a
Re-submission Fee (>2 submissions)	25% of Permit Fee		25% of Permit Fee		n/a	n/a
Administrative Permit Review			315	Per Application	n/a	n/a
Major Residential (Subdivision), Commercial, Industrial, Institutional Proposals						
Major Permit Application – requires submission of detailed plans, technical studies and/or reports.	6,120	Per Application	6,196	Per Application	76	1%
Intermediate Permit Application	4,089	Per Application	4,089	Per Application	-	0%
Minor Permit Application (e.g., initial phases putting trailer on site)			2,584		n/a	n/a
Permit Revisions	Half the original Permit Fee	Per Application	Half the original Permit Fee	Per Application	n/a	n/a



Table 3-5 Cont'd
Recommended Permitting Review Fees
(2025\$)

Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Permit Applications made under the Conservation Authorities Act and O.Reg.179/06						
Major Residential (Subdivision), Commercial, Industrial, Institutional Proposals						
Retroactive Permit	Double Permit Fee	n/a	Three times permit fee	n/a	n/a	n/a
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		350		n/a	n/a
Green Energy Permits	3,264	Per Application	3,284	Per Application	20	1%
Permit Associated with Minister's Zoning Order (s.28.0.1)	Double Permit Fee	n/a	Double Permit Fee	n/a	n/a	n/a
Re-submission Fee (>2 Submissions)	25% of permit fee		25% of permit fee		n/a	n/a
Municipal Proposals						
Major Permit Application. Major municipal permit applications refer to 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	Per Application	6,426	Per Application	-	0%
Intermediate Permit Application			4,284		n/a	n/a
Minor Permit Application. Minor municipal permit 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	Per Application	962	Per Application	(3,322)	-78%
Permit Revisions	Half the original Permit Fee		Half the original Permit Fee		n/a	n/a
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		350		n/a	n/a
Permits Associated with Minister's Zoning Order (s.28.0.1)	Double Permit Fee		Double Permit Fee		n/a	n/a
Re-submission Fee (>2 Submissions)	25% of Permit Fee		25% of Permit Fee		n/a	n/a



Table 3-5 Cont'd
Recommended Permitting Review Fees
(2025\$)

Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Permit Applications made under the Conservation Authorities Act and O.Reg.179/06						
Large Fill Proposals (>250m3 of Fill Placement)						
Base Fee	5,202	Per Application	5,202	Per Application	-	0%
Large Fill Proposals (Retroactive)	Double Permit Fee		Three times permit fee		n/a	n/a
Specialty Crop Areas within the Provincial Greenbelt (e.g. top dressing or dyke management) (max of \$3,121)	Base fee +	Per Application	Base fee +	Per Application	n/a	n/a
Re-submission Fee (>2 Submissions)	25% of Permit Fee		25% of Permit Fee		n/a	n/a
Technical Reviews (Non-Application)						
Minor Technical Review Due diligence review, minor technical studies	2,142	Per Application	2,142	Per Application	-	0%
Major Technical Review Detailed studies including floodplain analysis, detailed boundary delineation, peer review of existing reports	4,080	Per Application	4,080	Per Application	-	0%
Schedule B Class						
Schedule B Class	6,650	plus applicable Permit Fee	6,650	plus applicable Permit Fee	-	0%
Schedule C Class						
Schedule C Class	9,392	plus applicable Permit Fee	9,392	plus applicable Permit Fee	-	0%
Re-Submission Fee (>2 Submissions)	25% of Review Fee		25% of Review Fee		n/a	n/a
Other Fees						
Permit Renewal			63	Per Application	n/a	n/a



3.3 Scenario Analysis

As part of this study, LSRCA wanted to investigate the impacts that changes in staff structure, internal review processes (i.e., efficiency improvements), application complexity, and responsibilities have had on those levels of effort and costs since 2021. To do so, we have first extracted the effort estimate results from the 2021 study and have standardized these efforts to 2025 volumes (i.e., we have utilized the final one-time effort estimates from 2021 and applied 2025 application volumes to develop a like for like comparison on an annual basis). We have then used the updated 2025 budget, indirect costs, and capital costs to calculate the costs of review from 2021 in 2025-dollar values. The results of this analysis are presented in Table 3-6. It should be noted that the total costs contained in Table 3-6 will differ from the previous total annual costs presented in this chapter as new costing categories included in this study have been excluded due to the fact of not having estimates for these categories from the prior study.

In aggregate, when the annual costs are standardized, planning review costs have decreased 17% annually and permitting review costs have decreased 10% annually (13% overall). Interestingly, this would approximate the annual indexing that did not occur and helps to explain why annual cost recovery levels have stayed at full cost recovery while the conservation authorities have not been able to increase fees. These decreases can be attributed to LSRCA changes in review responsibilities resulting from changes in legislation and the efficiency improvements implemented by the authority. When looking across the various costing category groups, it is also seen that the decrease is not the same for all application types. They range from a 5% reduction to a 35% reduction (excluding Fill Proposals where an increase was seen) indicating that the efficiencies were not realized equally for all application types.



Table 3-6
Recommended Permitting Review Fees
(2025\$)

Costing Category Group	Total 2025 Costs	Total Standardized and Indexed 2021 Costs	Difference (\$)	Difference (%)
Official Plan Amendment	42,239	49,108	(6,869)	-14%
Zoning By-law Amendment	231,920	283,946	(52,027)	-18%
Subdivision/Condominium	463,441	536,774	(73,333)	-14%
Site Plan	840,223	1,020,293	(180,071)	-18%
Committee of Adjustments	76,257	86,419	(10,161)	-12%
Combined Planning Applications	207,871	256,821	(48,950)	-19%
Other Planning Applications	88,461	124,059	(35,598)	-29%
Total - Planning	1,950,411	2,357,420	(407,009)	-17%
Private Residential Property Permit	1,442,487	1,514,300	(71,813)	-5%
Major Residential Permit	486,078	510,557	(24,479)	-5%
Municipal Proposals	272,917	421,099	(148,182)	-35%
Large Fill Proposals	23,484	19,683	3,800	19%
Technical Reviews	21,639	26,500	(4,861)	-18%
Environmental Assessments	45,864	52,669	(6,805)	-13%
Total - Permitting	2,292,469	2,544,809	(252,340)	-10%
Grand Total	4,242,880	4,902,229	(659,349)	-13%



Chapter 4

Conclusion

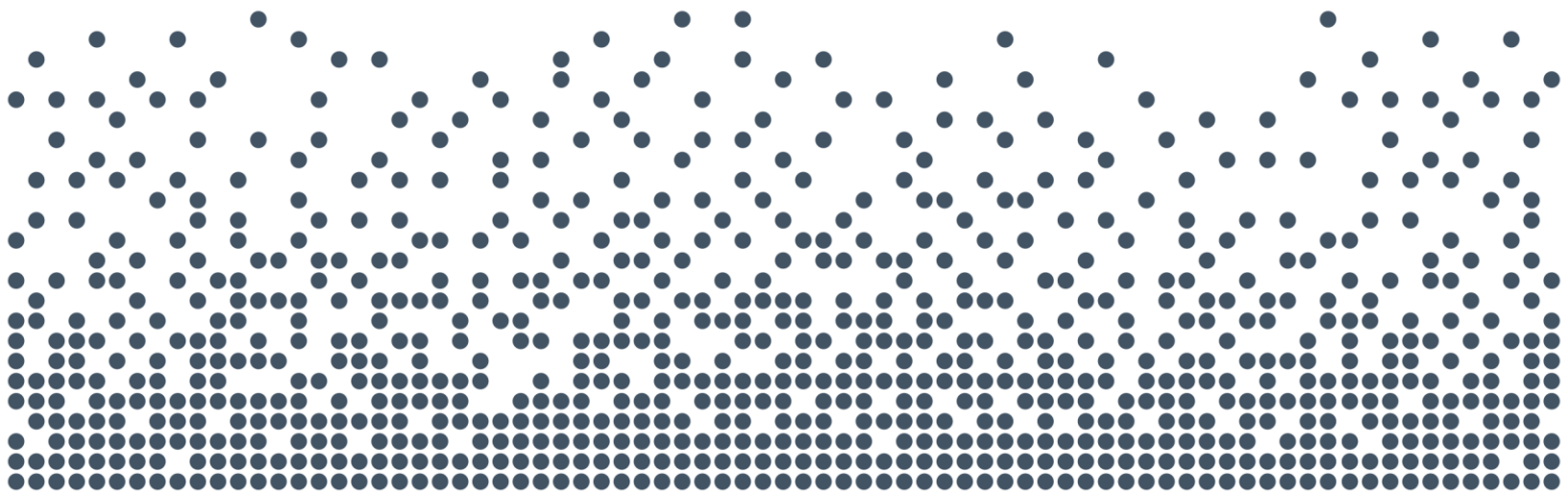


4. Conclusion

Summarized in this technical report is the legislative context for the fees review, the methodology undertaken, A.B.C. model results and full cost of service, and proposed fee structures. In developing the proposed fee structure, careful consideration was given to the affordability and market competitiveness of the fee impacts. The proposed planning and permitting review fees are contained in Tables 3-3 and 3-5, respectively.

The proposed planning and permitting review fees have been designed to a fee structure for consideration that realigns the cost of service with the benefitting parties resulting from changes in the levels of review that are required by LSRCA staff. As C.A.s are restricted from changing their plan review and permitting fees until January 1, 2026, the proposed fees have been made in 2025\$ values and should be indexed based on LSRCA's budgeted increases if they are allowed to change their fees come 2026.

Should the provincial direction preventing C.A.s from changing planning and permitting fees be extended into 2026, LSRCA's will still be able to generally recover their costs due to their fees currently recovering 99% of the cost of service, however, this cost recovery level will be impacted by the volume and mix of applications by type due to the under and over-recoveries that currently exist by fee type. LSRCA will ultimately determine the level of cost recovery and phasing strategy that is suitable for their objectives.



Appendices



Appendix A

Conservation Authority Fee Survey



Planning and Development Fees Policy – 2026

Under Section 21.2 of the Conservation Authorities Act

Lake Simcoe Region Conservation Authority

120 Bayview Parkway

Newmarket, ON L3Y 3W3

Tel: (905) 895-1281

Web: www.lsrca.on.ca

Effective Date: April 1, 2026

Legislative Basis

The Conservation Authorities Act and the Planning Act authorize conservation authorities to charge fees to recover the full cost of services such as permitting, plan review, and public/legal inquiries. Fees must reflect the cost of processing each type of application.

Policy

The Ministry's Policies and Procedures for the Charging of Conservation Authority Fees provide the policy basis for the Authority to charge fees for planning and development proposals.

Principles

- User-pay principle.
- Adequate consultation and notification.
- Right to an appeal.

Relationship to Planning and Development Program Budget

Fees are designed to recover 100% of the cost of providing planning and regulatory services to member municipalities, the development industry, and landowners.

Process and Notification

LSRCA engaged Watson & Associates Economists Ltd. to update the 2021 plan review and permitting fee assessment, reflecting legislative and process changes. The report informed the 2026 Fees Policy. Following approval by the Board of Directors, the Policy will be posted on the Authority's website and circulated to regional and local municipalities, neighbouring conservation authorities, Conservation Ontario, the Ministry of Natural Resources, the Building Industry and Land Development Association (BILD), and other stakeholders upon request.



Date of Effect

This Fees Policy is effective April 1, 2026 for a two-year period unless updated earlier by Board resolution. It supersedes previous Authority Fee Policies.

Appeal

Applicants who are dissatisfied with a prescribed fee may submit a written appeal to the Chief Administrative Officer. If unresolved, an appeal may be brought to the Board of Directors in accordance with the Statutory Powers Procedure Act.

Monitoring

Fees will be reviewed annually for cost-of-living adjustments. A comprehensive review will occur at least every five years in consultation with BILD and other stakeholders.

Table 1. Applications under the Planning Act

Application Type	Fee
Pre-consultation Fee (credited if a complete application is filed within 12 months of pre-consultation comments).	\$780
Block/Neighbourhood Plans – Proponent driven	\$30,583
Official Plan Amendment – Minor (planning review only; no technical review)	\$2,499
Official Plan Amendment – Major (technical review required)	\$12,264
Zoning By-law Amendment – Minor (planning review only; no technical review)	\$2,499
Zoning By-law Amendment – Major (technical review required)	\$12,264
Combined OPA/ZBA	\$12,264
Draft Plan (Subdivision) – Minimum Fee	\$19,018
Draft Plan (Subdivision) – >60 lots/units (\$/lot); maximum at 160 lots	\$176 per lot/unit
Draft Plan (Subdivision) – Maximum Fee	\$36,606
Final Plan Approval (Subdivision) – Minimum Fee (<60 lots)	\$12,735

Application Type	Fee
Draft Plan (Condominium) – Minimum Fee	\$8,709
Draft Plan (Condominium) – >60 lots/units (\$/lot); maximum at 160 lots	\$176 per lot/unit
Draft Plan (Condominium) – Maximum Fee	\$26,297
Final Plan Approval (Condominium) – Minimum Fee (<60 lots)	\$5,832
Combined OPA/ZBA with Subdivision or Condominium	Full Subdivision Fee + 25% of OPA/ZBA Fee
Draft Plan of Subdivision – Red-line Revision (technical review)	\$5,306
Draft Plan of Subdivision – Extension of Approval	\$1,334
Combined OPA/ZBA/Site Plan (>15 units)	Full Site Plan Fee + 25% of OPA/ZBA Fee
Combined OPA/ZBA/Site Plan (<15 units)	Full Site Plan Fee + 25% of OPA/ZBA Fee
Site Plan – Residential/Institutional (>15 units)	\$20,079
Site Plan – Residential (single-unit)/Agricultural (Minor; no technical review)	\$2,017
Site Plan – Residential (single-unit)/Agricultural (Major; technical review)	\$8,676
Combined OPA/ZBA/Site Plan (Residential – Single-unit/Agricultural) (Major)	Full Site Plan Fee + 25% of OPA/ZBA Fee
Site Plan – Golf Courses, Aggregate	\$24,738
Site Plan – Commercial and Industrial	\$23,552
Site Plan Amendment – Minor (minimal revisions)	\$2,268
Technical Re-submissions – more than two (each additional submission)	25% of Application Fee
Site Plan – Water Balance Review only (WHPA Q2 & WBOP)	\$2,628

Application Type	Fee
Water Balance Review (WHPA Q2 Area) – typical technical review	\$2,692
Phosphorus Offsetting Policy (POP) – Review only	\$4,323
Consent – Minor (planning review only; no technical review)	\$630
Consent – Major (technical review required)	\$2,451
Minor Variance – Minor (planning review only; no technical review)	\$539
Minor Variance – Major (technical review required)	\$1,688
Development Potential Review – Planning (written)	\$1,267
Peer Review (e.g., geotechnical study)	Paid by Applicant
Site Visit Fee (requested site visits not tied to an open Planning Act application)	\$973
Administrative Plan Review	\$747

Table 2. Permit Applications under the Conservation Authorities Act – Private Residential Property

Category	Fee
Major Permit Application – high risk; technical studies required (e.g., floodplain, hydraulic, SWM, geotechnical)	\$6,018
Intermediate Permit Application – moderate risk; detailed plans or reports required	\$2,013
Minor Permit Application – low risk; no technical reports; small-scale; minimal review	\$780
Routine Permit Application – limited review; minor in nature	\$624
Permit Revisions – amendments/minor changes to approved, valid permit	50% of original Permit Fee
Retroactive Permit	25% of original fee; up to 3× fee with non-compliance

Category	Fee
Permit Reissuance – within 6 months; no changes to plan or regulation limit	\$357
Legal/Real Estate Inquiries	\$547
Letter of Comment	\$265
Permit associated with Minister’s Zoning Order (s.28.0.1)	Double Permit Fee
Re-submission Fee – more than two submissions	25% of Permit Fee
Administrative Permit Review / Site Clearance – development within setback; no risk	\$321
Permit Renewal – extend to maximum validity (where initial term < maximum)	\$64

Table 3. Permit Applications – Major Residential (Subdivision), Commercial, Industrial, Institutional

Category	Fee
Major Permit Application – detailed plans and technical studies required	\$6,300
Intermediate Permit Application	\$4,171
Minor Permit Application (e.g., early site setup such as trailer placement)	\$2,625
Permit Revisions	50% of original Permit Fee
Retroactive Permit	25% of original fee; up to 3x fee with non-compliance
Permit Reissuance – within 6 months; no changes to plan or regulation limit	\$357
Green Energy Permits	\$3,330
Permit associated with Minister’s Zoning Order (s.28.0.1)	Double Permit Fee
Re-submission Fee – more than two submissions	25% of Permit Fee

Table 4. Municipal Proposals – Permit Applications

Category	Fee
Major Permit Application – requires technical reports/analysis; large geographic works (e.g., multiple culverts/bridges, large-scale servicing/road projects)	\$6,555
Intermediate Permit Application	\$4,370
Minor Permit Application – no detailed technical reports required (e.g., resurfacing, driveways/roadways, ditch re-grading)	\$981
Permit Revisions	50% of original Permit Fee
Permit Reissuance – within 6 months; no changes	\$357
Permit associated with Minister’s Zoning Order (s.28.0.1)	Double Permit Fee
Re-submission Fee – more than two submissions	25% of Permit Fee

Table 5. Large Fill Proposals (>250 m³ of fill placement)

Category	Fee
Base Fee	\$5,360
Large Fill Proposals (Retroactive)	25% of original fee; up to 3× fee with non-compliance
Specialty Crop Areas within the Greenbelt (e.g., top dressing or dyke management)	Base fee + \$0.50/m ³ (maximum \$3,183)
Re-submission Fee – more than two submissions	25% of Permit Fee

Table 6. Technical Reviews (Non-application)

Category	Fee
Minor Technical Review – due diligence review; minor studies	\$2,142
Major Technical Review – detailed studies (e.g., floodplain analysis, boundary delineation, peer review)	\$4,080
Re-submission Fee – more than two submissions	25% of Review Fee

Table 7. Environmental Assessments

Category	Fee
Schedule B Class	\$6,650 + applicable permit fee
Schedule C Class	\$9,392 + applicable permit fee

Table 8. Other Fees

Category	Fee
Permit Renewal	\$63

Notes to Fee Schedule

Re-submission Fees: For any submission after the second submission in support of a permit or Planning Act application. For subdivision applications, re-submission fees apply after the second functional submission and second detailed design submission.

Changes to Fees: The Authority may modify or adjust fees where a substantially greater or lower level of review is required, including applications to alter a floodplain, retroactive permits required by Court Order, or permits associated with a Minister’s Zoning Order.

Transition

Applications received before approval of this fee schedule are not considered complete until the required fee is received. The required fee is the fee in force at the time of payment.

Accessibility

This document is available in accessible formats upon request. To request an alternate format or communication support, please contact LSRCAs at (905) 895-1281 or info@lsrca.on.ca



Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Applications made under the Planning Act						
Pre-consultation Fee	765	Per Application	780	Per Application	-	0%
Block/Neighbourhood Plans – Proponent Driven		Per Application	30,583	Per Application	n/a	n/a
Minor Official Plan Amendment - Proponent Initiated (No technical review required – planning review only)	2,195	Per Application	2,449	Per Application	255	12%
Major Official Plan Amendments — Proponent initiated (Technical review required)	12,904	Per Application	12,264	Per Application	(880)	-7%
Minor Zoning By-Law Amendment - Proponent Initiated (no technical review required – planning review only)	2,195	Per Application	2,499	Per Application	255	12%
Major Zoning By-Law Amendment - Proponent Initiated (Technical review required)	12,904	Per Application	12,264	Per Application	(880)	-7%
Combined Official Plan Amendment / Zoning By-law Amendment	12,904	Per Application	12,264	Per Application	(880)	-7%
Draft Plan (Subdivision) Approval — Minimum Fee	18,645	Per Application	19,018	Per Application	-	0%
Draft Plan Approval (Subdivision) — >60 Lots/Units (\$/lot) Maximum Fee imposed at 160 lots	294	Per Lot/Unit	176	Per Lot/Unit	(122)	-41%
Draft Plan Approval (Subdivision) — Maximum Fee	47,002	Per Application	36,606	Per Application	(11,114)	-24%
Final Plan Approval (Subdivision) — Minimum Fee (<60 lots)	12,485	Per Application	12,735	Per Application	-	0%
Draft Plan (Condo) Approval — Minimum Fee	18,645	Per Application	8,709	Per Application	(10,107)	-54%
Draft Plan Approval (Condo) — >60 Lots/Units (\$/lot) Maximum Fee imposed at 160 lots	294	Per Lot/Unit	176	Per Lot/Unit	(122)	-41%
Draft Plan Approval (Condo) — Maximum Fee	47,002	Per Application	26,297	Per Application	(21,221)	-45%



Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Final Plan Approval (Condo) — Minimum Fee (<60 lots)	12,485	Per Application	5,832	Per Application	(6,768)	-54%
Combined OPA/ZBA Subdivision or Condominium	Full Subdivision Fee and 70% of OPA/ZBA Fee	Per Application	Full Subdivision Fee and 25% of OPA/ZBA Fee	Per Application	n/a	n/a
Draft Plan of Subdivision — Red-line Revision (triggering additional technical review)	5,202	Per Application	5,306	Per Application	-	0%
Draft Plan of Subdivision - Request for Extension of Approval	1,308	Per Application	1,334	Per Application	-	0%
Site Plan — Residential/Institutional (>15 units)	21,368	Per Application	20,079	Per Application	(1,683)	-8%
Site Plan - Residential/Institutional (<15 units)	14,280	Per Application		Per Application	5,405	38%
Combined OPA/ZBA/Site Plan (>15 units)	Full Site Plan Fee and 70% of OPA/ZBA Fee	Per Application	Full Site Plan Fee and 25% of OPA/ZBA Fee	Per Application	n/a	n/a
Combined OPA/ZBA/Site Plan (<15 units)	Full Site Plan Fee and 70% of OPA/ZBA Fee	Per Application	Full Site Plan Fee and 25% of OPA/ZBA Fee	Per Application	n/a	n/a
Site Plan — Residential (single-unit)/Agricultural (Minor) No Technical review required.	2240.00	Per Application	2,017	Per Application	(263)	-12%
Site Plan — Residential (single-unit)/Agricultural (Major) Technical review required.	4794.00	Per Application	8,675	Per Application	3,712	77%



Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Combined OPA/ZBA/Site Plan (Residential - Single unit/Agricultural) (Major)	Full Site Plan Fee and 70% of OPA/ZBA Fee		Full Site Plan Fee and 25% of OPA/ZBA Fee		n/a	n/a
Site Plan — Golf Courses, Aggregate	27,136	Per Application	24,738	Per Application	(2,883)	-11%
Site Plan — Commercial and Industrial	24,734	Per Application	23,552	Per Application	(1,643)	-7%
Site Plan Amendment Fee - Minor (Minimal Review or Revisions)	2,601	Per Application	2,268	Per Application	(377)	-15%
Greater Than (>) Two (2) Technical Re-Submissions	25% of Application Fee for each additional submission after the second.	Per Application	25% of Application Fee for each additional submission after the second.	Per Application	n/a	n/a
Site Plan – Water Balance Review Only (WHPA Q2 & WBOP)	3,214	Per Application	2,628	Per Application	(638)	-20%
Water Balance Review (WHPA Q2 Area) – typical technical review			2,692	Per Application	n/a	n/a
Phosphorus Offsetting Policy (POP) Review Only	3,455	Per Application	4,323	Per Application	784	23%
Consent (Minor - no technical review required - planning review only)	536	Per Application	630	Per Application	82	15%
Consent (Major - technical review required)	2,079	Per Application	2,451	Per Application	324	16%
Minor Variance Application (Minor - no technical review required - planning review only)	536	Per Application	539	Per Application	(7)	-1%



Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Minor Variance Application (Major - technical review required)	2,079	Per Application	1,688	Per Application	(424)	-20%
Developmental Potential Review - Planning (in writing)	1,144	Per Application	1,276	Per Application	107	9%
Peer Review (e.g. Geotechnical Study)	Paid by Applicant	n/a	Paid by Applicant	n/a	n/a	n/a
Site Visit Fee (Required for requested site visits that are not subject to a current and open application under the Planning Act.)	1,561	Per Application	973	Per Application	(607)	-39%
Administrative Plan Review			747		n/a	n/a
Permit Applications made under the Conservation Act and O.Reg.179/06						
Private Residential Property						
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	Per Application	6,018	Per Application	717	14%
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	Per Application	2,013	Per Application	240	14%
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	Per Application	780	Per Application	-	0%
Routine Permit Application Limited review, minor in nature relative to cost, location, or impact.	612	Per Application	624	Per Application	-	0%
Permit Revisions - amendments/minor changes to plans made under a previously approved and still valid permit.	Half the original Permit Fee	n/a	Half the original Permit Fee	n/a	n/a	n/a



Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Retroactive Permit	Double Permit Fee		Three times permit fee		n/a	n/a
Permit Reissuance	Half the original Permit Fee		357	Per Application	n/a	n/a
Legal/Real Estate Inquiries	536	Per Application	547	Per Application	-	0%
Letter of Comment	260	Per Application	265	Per Application	-	0%
Permit Associated with Minister's Zoning Order (s.28.0.1)	Double Permit Fee		Double Permit Fee		n/a	n/a
Re-submission Fee (>2 submissions)	25% of Permit Fee		25% of Permit Fee		n/a	n/a
Administrative Permit Review			321	Per Application	n/a	n/a
Major Residential (Subdivision), Commercial, Industrial, Institutional Proposals						
Major Permit Application – requires submission of detailed plans, technical studies and/or reports.	6,120	Per Application	6,300	Per Application	56	1%
Intermediate Permit Application	4,089	Per Application	4,171	Per Application	-	0%
Minor Permit Application (e.g., initial phases putting trailer on site)			2,625		n/a	n/a
Permit Revisions	Half the original Permit Fee	Per Application	Half the original Permit Fee	Per Application	n/a	n/a
Retroactive Permit	Up to Double Permit Fee	n/a	Up to three times permit fee	n/a	n/a	n/a
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		357		n/a	n/a



Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Green Energy Permits	3,264	Per Application	3,330	Per Application	0	0%
Permit Associated with Minister's Zoning Order (s.28.0.1)	Double Permit Fee	n/a	Double Permit Fee	n/a	n/a	n/a
Re-submission Fee (>2 Submissions)	25% of permit fee		25% of permit fee		n/a	n/a
Municipal Proposals Major Permit Application. Major municipal permit applications refer to 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	Per Application	6,555	Per Application	-	0%
Intermediate Permit Application			4,370		n/a	n/a
Minor Permit Application. Minor municipal permit 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	Per Application	981	Per Application	(3,322)	-78%
Permit Revisions	Half the original Permit Fee		Half the original Permit Fee		n/a	n/a
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		357		n/a	n/a
Permits Associated with Minister's Zoning Order (s.28.0.1)	Double Permit Fee		Double Permit Fee		n/a	n/a
Re-submission Fee (>2 Submissions)	25% of Permit Fee		25% of Permit Fee		n/a	n/a
Large Fill Proposals (>250m3 of Fill Placement)						

Application Category	Current Fees		Recommended Fees		Change	
	Base	Units	Base	Units	\$	%
Base Fee	5,202	Per Application	5,306	Per Application	-	0%
Large Fill Proposals (Retroactive)	Up to Double Permit Fee		Up to Three times permit fee		n/a	n/a
Specialty Crop Areas within the Provincial Greenbelt (e.g. top dressing or dyke management) (max of \$3,121)	Base fee +	Per Application	Base fee +	Per Application	n/a	n/a
Re-submission Fee (>2 Submissions)	25% of Permit Fee		25% of Permit Fee		n/a	n/a
Technical Reviews (Non-Application)						
Minor Technical Review Due diligence review, minor technical studies	2,142	Per Application	2,142	Per Application	-	0%
Major Technical Review Detailed studies including floodplain analysis, detailed boundary delineation, peer review of existing reports	4,080	Per Application	4,080	Per Application	-	0%
Schedule B Class						
Schedule B Class	6,650	plus applicable Permit Fee	6,783	plus applicable Permit Fee	-	0%
Schedule C Class						
Schedule C Class	9,392	plus applicable Permit Fee	9,580	plus applicable Permit Fee	-	0%
Re-Submission Fee (>2 Submissions)	25% of Review Fee		25% of Review Fee		n/a	n/a
Other Fees						
Permit Renewal			64	Per Application	n/a	n/a



Staff Report

To: Board of Directors

From: Kristen Yemm, Director, Communications and Community Engagement

Date: March 6, 2026

Subject

2026 Conservation Awards Program and Ceremony

Recommendation

That Staff Report No. 10-26-BOD regarding the 2026 Conservation Awards Program and Ceremony be received for information.

Purpose of this Staff Report

The purpose of this Staff Report No. 10-26-BOD is to inform the Board of Directors about the details of this year's Conservation Awards Program and Ceremony, to be held on Tuesday, October 13, 2026 at the NewRoads Performing Arts Centre in Newmarket.

Background

The Conservation Authority's Conservation Awards Program and Ceremony has been celebrating environmental success stories throughout the Lake Simcoe watershed for 44 years. Our program recognizes and celebrates the efforts of individuals and groups who are actively working to improve our watershed environment.

This year, the Conservation Authority seeks nominations for award recipients for the following award categories:

- **Healthy Water:** The Healthy Water Award is presented to individuals and groups who have completed a project that improves, supports, or protects water quality in the Lake Simcoe watershed. Projects may include stormwater management, water conservation, streambank and shoreline restoration or stabilization, low impact development techniques and source water protection.
- **Healthy Land:** The Healthy Land award celebrates improvement projects that help to support and protect natural heritage features including woodlands, wetlands and their functions, wildlife habitat, biodiversity and ecological restoration, soil erosion, and trail development.



- **Healthy Community:** The Healthy Community Award celebrates individuals or groups in our watershed who have completed a project that increases community connections and engagement through events, fairs, and festivals; tree plantings; clean-ups and community programs. It also acknowledges significant traditional media or social media coverage, delivery of innovative environmental programs or services, as well as sharing knowledge and information through campaigns.
- **Ernie Crossland Young Conservationist Award:** This award is presented to individuals 30 years of age or younger, or a group with participants who are 30 years or under, who are involved in a significant leadership role in a conservation project or with a conservation-based group or organization.
- **George R. Richardson Award of Honour:** The George R. Richardson award is the Conservation Authority's most coveted award, and is presented to one recipient only, to honour and recognize lifetime or significant environmental achievement.

Timeline for the 2026 Conservation Awards Ceremony:

This year's awards ceremony will be held on Tuesday, October 13, 2026, at the NewRoads Performing Arts Centre, Newmarket. This date provides staff with the necessary time to plan and implement a successful Conservation Awards Program, in relation to the following timeline:

- May 1, 2026 – Nominations Open
- June 5, 2026 – Nominations Close
- June 10, 2026 – Staff Review Committee meets to review nominations
- July 10, 2026 – Board of Directors' Meeting
 - Board of Directors select George R. Richardson Award of Honour recipient
 - Board of Directors receive Staff Review Committee selections for recipients in all other award categories
- October 13, 2026: Conservation Awards Ceremony at the NewRoads Performing Arts Centre in Newmarket

Relevance to Conservation Authority Policy

The Conservation Awards Program supports the Conservation Authority's mission to collaborate to protect and restore the Lake Simcoe watershed with research, policies and engagement driven action. The awards program celebrates effort and inspires and motivates others to get involved and support our work. It strengthens our community connections and relationships and promotes opportunities to improve the health of our watershed.



Impact on Conservation Authority Finances

The Conservation Awards Program and ceremony is an annual budget item within Corporate Communications. Forecasted expenditures for 2026 are maintained at the same level that was set out in 2013.

Summary and Recommendations

It is therefore **Recommended That** Staff Report No. 10-26-BOD regarding the 2026 Conservation Awards be received for information.

Pre-Submission Review

Prepared by: Katarina Zeppieri, Communications Advisor

This Staff Report has been reviewed by the Senior Director, Communications and Community Engagement and the Chief Administrative Officer.

Signed by:

Signed by:

Kristen Yemm
Senior Director, Communications and
Community Engagement

Rob Baldwin
Chief Administrative Officer

