



LOWER TRENT CONSERVATION

714 Murray Street, R.R. 1, Trenton, Ontario K8V 0N1

■ Tel: 613-394-4829 ■ Fax: 613-394-5226 ■ Website: www.ltc.on.ca ■ Email: information@ltc.on.ca

Registered Charitable Organization No. 107646598RR0001

NOTICE OF REGULAR MEETING OF THE LOWER TRENT CONSERVATION BOARD OF DIRECTORS

Board of Directors refers to the General Membership as set out in the Lower Trent Conservation Administrative By-Law No. 2023-01

Administration Office, 714 Murray Street, Trenton
Virtually [Join Meeting HERE](#)

Thursday December 11, 2025

Time: 1:10 p.m.

AGENDA

1. Meeting called to order by the Chair

2. First Nations Acknowledgement

3. Disclosure of pecuniary interests

4. Approval of the Agenda

RECOMMENDED:

THAT the agenda be approved as presented.

5. Delegations

There are no requests for delegations received for this meeting.

6. Public Input (3 minutes per speaker)

7. Adoption of the Minutes:

RECOMMENDED:

THAT the Regular Board Meeting Minutes of November 13, 2025 be adopted.

[Page # 5](#)

8. Business arising from these minutes

CORRESPONDENCE

9. Correspondence – Rhonda Bateman, CAO/Secretary-Treasurer

Correspondence received regarding the consolidation of conservation authorities:

9a – Essex Region Conservation Authority

[Page # 11](#)

- 9b – United Counties of Stormont, Dundas & Glengarry
- 9c – Municipality of Brighton
- 9d – South Nation Conservation Press Release
- 9e – Lower Trent Conservation Press Release
- 9f – Township of O'Connor
- 9g – Lakehead Region Conservation Authority
- 9h – Toronto Region Conservation Authority board report
- 9i – City of Windsor
- 9j – Catfish Creek Conservation Authority
- 9k – Ganaraska Region Conservation Authority
- 9l – Ausable Bayfiels Conservation Authority
- 9m – Credit Valley Conservation Authority

RECOMMENDED:

THAT the correspondence received, items 9a-9m, be accepted as information

STAFF REPORTS

10. Monthly Payments Issued – Chitra Gowda, Manager, Corporate Services

[Page # 73](#)

RECOMMENDED:

THAT the list of payments issued in the total amount of \$198,209.85 for the month of November 2025 be received as information.

11. Watershed Management, Planning and Regulations Reports – Gage Comeau, Manager, Watershed Management, Planning and Regulations

- a. Summary of Permits for Period October 31 – November 28, 2025

[Page # 74](#)

- b. Planning and Regulations
- c. Flood Forecasting and Warning (FFW) and Ontario Low Water Response (OLWR)

RECOMMENDED:

THAT the Watershed Management, Planning and Regulations Reports be received as information.

12. Bay of Quinte Remedial Action Plan Program – Anne Anderson, Manager, Community Outreach and Special Projects

[Page # 79](#)

November 2025 Newsletter

RECOMMENDED:

THAT the Bay of Quinte Remedial Action Plan Newsletter for November 2025 be received as information.

13. Approval of Updated O. Reg. 41/24 Policy Document – Gage Comeau

[Page # 82](#)

RECOMMENDED:

THAT the proposed revisions and updates to the LTC Ontario Regulation 41/24 Policy, and the new Hearing Guidelines - Appendix F and Administrative Review – Appendix M documents presented at the Board meeting November 13, 2025, be approved and adopted pending no major changes required following the 30-day Public Consultation period ending

December 19, 2025.

14. ERO Posting 025-1257 - Proposed boundaries for the regional consolidation of Ontario's conservation authorities – Rhonda Bateman [Page # 83](#)

RECOMMENDED:

THAT the Board approve the proposed resolution in the staff report and further that staff develop comments addressing

15. 2025 Draft Business Plan – Rhonda Bateman [Page # 113](#)

RECOMMENDED:

THAT the 2026 Draft Business Plan be accepted as information; and
THAT upon the approval of the 2026 Budget, the Business Plan will be updated with the relevant financial information and distributed to our municipal partners.

16. 2025 Budget – Chitra Gowda/Rhonda Bateman [Page # 128](#)

Note – a recorded vote is required in accordance with O. Reg. 402/22 to confirm the budget municipal apportionment amounts. The vote is weighted based on the Municipal Assessment values within the Lower Trent Conservation watershed which is provided by the Ministry of Natural Resources.

RECOMMENDED:

THAT the 2026 Municipal Apportionment operations and capital amount of \$1,862,460 be approved.

MUNICIPALITY	DIRECTOR	VOTE YES	VOTE NO	Apportionment % (Weighting) for 2025
Twp. Alnwick/Haldimand	Mike Ainsworth			10.4787
Municipality of Brighton	Bobbi Wright			8.0141
Municipality of Brighton	Jeff Wheeldon			8.0141
Mun. of Centre Hastings	Eric Sandford			2.2709
Twp. of Cramahe	Sherry Hamilton			8.3733
City of Quinte West	Lynda Reid			21.3762
City of Quinte West	Jim Alyea			21.3762
Twp. of Stirling-Rawdon	Bob Mullin			3.7753
Mun. of Trent Hills	Gene Brahaney			8.1606
Mun. of Trent Hills	Rick English			8.1606
	TOTALS			100%

Apportionment present at the meeting	%
Apportionment voting in favour of the motion	%
Apportionment voting against the motion	%
Apportionment absent from the Meeting	%

RECOMMENDED:

THAT the 2026 Lower Trent Conservation total Budget in the amount of \$3,077,776 be approved.

17. Capital Asset Management Plan – Chitra Gowda

[Page # 134](#)

RECOMMENDED:

THAT the Draft Capital Asset Management Plan be accepted as information and that it be considered for implementation in 2027; and

THAT the Capital Asset Management Plan be included in future budget preparations.

18. CAO's Report – Rhonda Bateman

[Page # 190](#)

RECOMMENDED:

THAT the CAO's Report be received as information.

19. Members Inquiries/Other Business

Warkworth Dam

20. Adjournment

PLEASE CONTACT THE OFFICE IF YOU ARE UNABLE TO ATTEND THIS MEETING

Chitra Gowda 613-394-3915 ext. #215

chitra.gowda@ltc.on.ca



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BOARD OF DIRECTORS

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REGULAR BOARD MEETING MINUTES

MEETING # 2025-09

DATE: November 13, 2025

TIME: 1:08 PM

LOCATION: Administration Office, 714 Murray Street, Trenton / Virtually

DIRECTORS PRESENT:

ON SITE		REMOTE SITE
Eugene (Gene) Brahaney (Chair)	Rick English	Lynda Reid
Sherry Hamilton (Vice-Chair)	Jeff Wheeldon	
Mike Ainsworth	Bobbi Wright	
Jim Alyea	Eric Sandford	
Bob Mullin		

REGRETS: None

STAFF: Rhonda Bateman, Chitra Gowda, Gage Comeau

GUESTS: None

1. Meeting called to order by the Chair

The meeting was called to order by Chair Brahaney at 1:08 p.m.

2. First Nations Acknowledgement

"This land is located on the traditional territories of the Anishnabek, Huron-Wendat, and Haudenosaunee (Iroquois) peoples. We acknowledge our shared responsibilities and obligations to preserve and protect the land, air and water. We are grateful to have the privilege to meet, explore, and connect here on these shared lands. In the spirit of friendship, peace and respect, we extend our thanks to all the generations that came before us and cared for these lands - for time immemorial."

3. Disclosure of pecuniary interests

There were no pecuniary interests declared.

4. Approval of the AgendaRES: G109/25

Moved by: Rick English

Seconded by: Jim Alyea

THAT the agenda be approved as presented.

Carried**5. Delegations**

There were no delegations received for this meeting.

6. Public Input (3 minutes per speaker)

There was no public input at this meeting.

7. Adoption of the MinutesRES: G110/25

Moved by: Eric Sandford

Seconded by: Jeff Wheeldon

THAT the Regular Board Meeting Minutes of October 9, 2025 be adopted.

Carried**8. Business arising from these minutes**

None.

CORRESPONDENCE**9. Correspondence**

Rhonda Bateman, Chief Administrative Officer (CAO), noted that an email was received from the Ministry of Environment, Conservation and Parks (MECP), after the October 2025 agenda package was posted. This email was forwarded to the Board of Directors as an invitation to participate in an information session on the Environmental Registry of Ontario (ERO) posting about the proposed regional boundaries of conservation authorities.

STAFF REPORTS**10. Monthly Payments Issued**RES: G111/25

Moved by: Lynda Reid

Seconded by: Mike Ainsworth

THAT the list of payments issued in the total amount of \$287,492.82 for the month of October 2025 be received as information.

Carried**11. Watershed Management, Planning and Regulations Reports**

Director Alyea asked about the status of a permit for a site where sand piles had been dumped. Gage Comeau, Manager, Watershed Management, Planning and Regulations, responded that LTC has issued a permit, and the application is now with the City of Quinte West.

- a. Summary of Permits for Period September 27 – October 30, 2025
- b. Planning and Regulations
- c. Flood Forecasting and Warning (FFW) and Ontario Low Water Response (OLWR)

RES: G112/25

Moved by: Bobbi Wright

Seconded by: Jeff Wheeldon

THAT the Watershed Management, Planning and Regulations Reports be received as information.

Carried

12. Bay of Quinte Remedial Action Plan Program

October 2025 Newsletter

RES: G113/25

Moved by: Jeff Wheeldon

Seconded by: Mike Ainsworth

THAT the Bay of Quinte Remedial Action Plan Newsletter for October 2025 be received as information.

Carried

13. 2026 Fee Policy and Schedule

Rhonda Bateman, CAO said that one comment was received from the Deputy Mayor of Trent Hills during a council meeting indicating that LTC is potentially breaking the rules set by MECP by proposing changes to one of the fees. In response, Rhonda Bateman sent a letter to the Board of Directors members from Trent Hills stating that the proposed changes to LTC fees would only be effective upon removal of the fee freeze in place by the province, as was stated in the LTC notice that was circulated with the proposed fee policy and schedule. No other comments were received. Director Sandford asked if the fee freeze would be lifted after the proposed amalgamation of conservation authorities. Rhonda Bateman responded that the fees would likely be revised and standardized after such an amalgamation.

RES: G114/25

Moved by: Bobbi Wright

Seconded by: Sherry Hamilton

THAT the 2026 Lower Trent Conservation Fee Policy and Schedules be adopted and effective January 1, 2026, except for Schedule 1 Planning and Regulation fees which will be effective on the date that the Minister rescinds the current freeze on fees.

Carried

14. Proposed Update to O. Reg. 41/24 Policy Document

Gage Comeau provided a summary of the proposed changes. Updates to the hearing protocol address the multiple ways that a proponent can make an appeal. The administrative review has resulted in more flexibility in the policy document, while adhering to the regulation. In a future update, spill flood hazards are to be addressed. Director Sandford asked if municipalities will be sent the document during public consultation. Gage Comeau responded that a first circulation was made to municipalities, local builders and consultants.

RES: G115/25

Moved by: Bob Mullin

Seconded by: Rick English

THAT the proposed revisions and updates to the LTC Ontario Regulation 41/24 Policy, and the new Hearing Guidelines - Appendix F and Administrative Review – Appendix M documents be approved and adopted pending a 30-day Public Consultation.

Carried

15. CAO's Report

Rhonda Bateman, CAO, described the ERO posting of the proposed consolidation of 36 conservation authorities into seven regions. The ERO posting runs from November 7 to December 22, 2025. She noted that the interactive mapping was incorrect in its depiction of

LTC with the northern boundary missing the 2018 expansion to the north in Trent Hills. This will be clarified through LTC's comments on the ERO posting.

She added that the province indicated that the new regional structure would have the regions act as independent organizations operating with municipal governance and oversight. It is not clearly demonstrated how this will be applied. Board member numbers and representation is important locally; but at a regional level, it has not been determined which of the 47 municipalities would have a seat in the proposed regional consolidation of 7 CAs including LTC. It is not clear if there will be representation from smaller municipalities on a regional board. The province has indicated that the funding model will not be changing.

Rhonda explained that Bill 68 included the creation of the Ontario Provincial Conservation Agency through changes to the Conservation Authorities Act. It is expected to pass through the house relatively quickly. On November 12, 2025, there was a Conservation Ontario Council meeting where the Agency was discussed. LTC Board vice-chair Sherry Hamilton attended. Rhonda presented the slide deck from that meeting. She said that it is important for board members to attend the November 18, 2025 information webinar as well; this would help prepare comments for the ERO submission. She added that she understands the MECP comments about efficiencies including administrative costs for municipalities sharing several CAs. There are many considerations that have not been addressed yet including existing assets, liabilities and agreements. When the MECP develops the plan for consolidation, there should be a consultation period to discuss these outstanding questions. Rhonda noted that LTC staff are worried about their jobs; the mention of 'redeployment' by MECP makes staff nervous about their roles or work location moving forward.

Director Mullin expressed concerns with the consolidation proposal. He asked if it would be extended to areas without a conservation authority. Rhonda Bateman replied that the proposal does not extend to these areas. Director Mullin asked if others' liabilities would extend to the current member municipalities of LTC. Rhonda responded that the new consolidated corporation would take over all assets and liabilities. She added that reserves are tied to current municipal members, not a regional (consolidated) conservation authority; and that it is unknown what would happen to reserves. She also said that LTC has agreements with municipalities and external agencies, and that renegotiations due to consolidations would need to happen.

Director Hamilton said that the Conservation Authorities Act would need to be changed in order to consolidate CAs and that it is not clear if negotiations were going to happen; at the end of the day municipalities would receive an invoice. She expressed concerns that the proposed consolidation is a consolidation of power and is an erosion of democracy. She wants to know what happens to assets and reserve funds and is concerned that people might not continue to donate funds if they don't know where the money will go, how it will be put to use. Director Hamilton noted that there are significant Minister's powers proposed to allow the Minister to change everything. She noted that the Conservation Ontario presentation included an example of delays caused by amalgamations: the MTO amalgamated into five regions and then delayed a development project. Director Hamilton encouraged board members to comment on the ERO

posting. She recommended to keep local relationships strong, for example with the Homebuilder's Association.

Director Wheeldon said that the proposal to share digital services such as online permitting is good, however a consolidation does not have to happen in order to have shared digital services. He reiterated the same observation about minister's powers attached to changes, and that it undermines municipalities. Director Wheeldon expressed empathy and care for LTC staff. He asked if there are any other avenues to express concerns with the proposal. Rhonda Bateman replied that board members can write to the Minister directly.

Director Wright asked if LTC is protecting its lands from development. Rhonda Bateman replied that in the lands and properties inventory work carried out recently, conservation authorities were required to identify developable lands. LTC's lands were identified as undevelopable.

Chair Brahaney said that the proposal appears to be a power struggle to diminish conservation authorities. He gave the example of regional governments that were set up for savings, but there have been no savings. The provincial government is taking over a few school boards. Chair Brahaney said that he has been a school board trustee for 23 years and has never seen a provincial government move so fast to take over.

Director Alyea remembered the large funding cuts made in the 1990s by the provincial government. He expressed concern with service levels decreasing after the proposed consolidation and said that there is no cost savings to be had with one regional consolidated conservation authority. He expressed concerns with the possibility of demotions for staff. He recalled that there were no significant savings from the 1990s fundings cuts.

Director Sandford asked if smaller municipalities would be represented in the proposed regional boards. Rhonda Bateman replied that it was not clear if this would be the case. Director Sandford noted that the County of Hastings provides a fair amount of funding to LTC and Quinte Conservation (QC). He indicated that having no representation on the conservation authority board is not right. Director Alyea added that Quinte West municipality does not sit on any county council. Director Mullin noted that the proposed consolidation of conservation authorities is on the upcoming County of Hastings planning board agenda.

Director English asked if the engineering position is replacing an existing position. Rhonda Bateman responded that it is not an extra position and that hiring is underway.

Rhonda Bateman reiterated that all board members are invited to the MECP information webinar being held on November 18, 2025 regarding the proposed consolidation; and to submit comments on the ERO posting. Rural conservation authorities would be impacted the most. It is business as usual for LTC until provincial direction changes. She noted that she would send the edited Conservation Ontario slide deck to board members for their information.

RES: G116/25 Moved by: Jim Alyea Seconded by: Sherry Hamilton
 THAT the CAO's Report be received as information.

Carried

16. Members Inquiries/Other Business

Director Alyea noted residents' concerns about the naturalization of plants at the Trenton Greenbelt Conservation Area, and that they noted the growth of weeds. Director Wheeldon noted similar concerns at Proctor Park in the tall grass areas. The difference between weed growth, untrimmed grass growth, and purposeful naturalization areas was acknowledged.

Director Alyea asked about the status of the indigenous study for Young's Cove area. Gage Comeau replied that LTC has worked with the developer for the past few years and issued a permit including wetland compensation. A compensation site was determined, and the developer is working with Ducks Unlimited now. The existing LTC permit is still valid. The developer made a secondary submission to address a few matters. The removal of the wetland being compensated for and the creation of the compensation wetland are anticipated to be completed by summer 2026.

Directors Alyea and Wheeldon noted comments from residents about protecting trees that have grown on farmlands that have not been farmed for decades. Director Alyea noted that aerial photography could help show that these lands were once farmed.

17. Adjournment

There being no further business, the meeting was adjourned.

RES: G117/25

Moved by: Rick English

Seconded by: Bobbi Wright

THAT the meeting be adjourned.

Carried

Time: 2:29 p.m.

Gene Brahaney, Chair

Rhonda Bateman, CAO/ST

Essex Region Conservation

the place for life



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360 Fairview Avenue West

Suite 311, Essex, ON N8M 1Y6

Wednesday, November 19, 2025

Re: Resolution 90/25 (Bill 68 and ERO Posting 025-1257)

On October 31, 2025, the Ministry of Environment, Conservation and Parks (MECP) circulated a media release "[Ontario Creating New Conservation Authority Agency to Improve Service Delivery and Protect Communities](#)" outlining the intention to establish a new provincial board-governed agency to provide leadership, governance, and strategic direction to Conservation Authorities (CAs) across the province. You can [view the Minister's media conference here](#). Conservation Authorities across the province only learned of the province's intention an hour before its announcement, meaning that this consolidation plan was developed in the absence of any consultation or discussion with those with decades of watershed knowledge and boots-on-the-ground experience.

On November 6, 2025, [Bill 68, Plan to Protect Ontario Act \(Budget Measures\), 2025 \(No. 2\)](#) was introduced in the Ontario legislature and passed first reading. It is anticipated that second and third readings will occur in the next weeks, and the bill will be enacted in early December 2025. Schedule 3 of Bill 68 contains language to amend the Conservation Authorities Act with provisions for the creation of the *Ontario Provincial Conservation Agency* and outlines the objects, governance structure, funding model, etc. of this new agency.

On November 7, 2025, the MECP posted [ERO #025-1257 Proposed boundaries for the regional consolidation of Ontario's Conservation Authorities](#) for a commenting period ending December 22, 2025. This proposal consolidates Ontario's 36 Conservation Authorities into just 7 regional conservation authorities.

Ontario's Conservation Authorities are watershed-based agencies (meaning that the boundaries have regard for geographic significance that may not adhere to municipal boundaries). A map depicting the [new proposed regional conservation authorities](#) clearly indicates the broad areas encompassed with these proposed changes, which far surpass local watershed-based areas.

The formation of regional Conservation Authorities may have significant impacts for a broad number of local stakeholders in all consolidated regions. No specific evidence-based analysis has been provided to necessitate or justify a larger, regional conservation authority or the need for a distinct and separate provincial agency providing oversight, that historically was the responsibility of a specific ministry. Not only will this consolidation result in exorbitant costs related to dissolution of 36 authorities, the development of, and migration to shared systems (IT, Finance, HR etc.), but it will add an additional layer of cost and complexity.

If the province is intending to proceed in a transparent fashion, then those boards and agencies (36 Conservation Authorities) currently engaged in integrated watershed management should participate in a fulsome consultation process, prior to this legislation proceeding to second and third readings. At this time, there is no consultation beyond the ERO, which is proposing boundaries for the new regional entities. There are serious concerns and many questions that have been asked and remain unanswered, including:

- the funding mechanism for the new provincial oversight agency.
- the new governance model and potentially inadequate local representation on a regional board.
- the merging of disparate policies, for distinctly different watersheds, into a “one-size-fits-all” policy framework, that could dilute and negate site-specific management approaches in favor of overarching policies that span diverse watersheds.
- the centralization of programs and services, which are currently customized and responsive to local needs, conditions, priorities and funding opportunities.
- the impacts on administrative and support staff and how “redeployment” will work, practically and logically.
- the impacts to the related charitable foundations, specifically those with narrow objects supporting their geographically limited conservation authority.
- the impact of dissolution on each of the applicable existing conservation authorities and implications under the Income Tax Act for authorities who are also registered charities.
- the ultimate transfer of assets such as property and other significant assets (infrastructure dams, dykes, power generation, etc.) currently owned by 36 autonomous bodies

Under the new proposed Lake Erie Region Conservation Authority, approximately 81 municipal parties could not hope to reasonably have a voice that the ERO posting attempts to describe, that being, “...under consolidation the new regional conservation authorities would remain independent organizations operating with municipal governance and oversight, in accordance with requirements under the Conservation Authorities Act...”. It is a geographic impossibility that the interests of the Windsor-Essex-Pelee region would be of interest, concern or familiar to a land-locked geographical extent up to 300 kms distant.

ERCA currently has a Board of Directors comprised of 9 member municipalities represented by 19 elected officials (4 from our largest municipality, 2 from each of our county municipalities and 1 from the Township of Pelee). This local governance model ensures accountability and transparency to the local ratepayers and councils who fund the majority of the operational budget for the mandatory programs and services of the Essex Region Conservation Authority. If proposed governance maintains a similar calculation for regional representation, the ultimate board size would be completely unwieldy.

As the province moves forward with plans for amalgamation, we would like to see the province commit to:

- actual, full consultation with municipalities regarding funding both the Agency and the new potential regional conservation authority.
- maintaining a strong local voice that is both accountable to the ratepayer and able to provide transparent and timely responses to inquiries, applications and programs for this local watershed.

- maintaining local expertise that is knowledgeable and can implement programming at an appropriate watershed extent.
- maintaining local offices / branches to operate, reporting to a larger Regional office.
- clarity on the path forward for those conservation authorities with foundations.
- transparently providing actual costing of potential costs for amalgamation/consolidation.

Attached to this correspondence is a resolution passed by the ERCA Board of Directors at a meeting held November 13, 2025.

Stakeholders are encouraged to review the information provided in the links in this letter and provide comments through the posting [ERO #025-1257 Proposed boundaries for the regional consolidation of Ontario's Conservation Authorities](#), well in advance of the **closing date of December 22, 2025**.

Should you require further information, please contact me by email at admin@erca.org.

Regards,

Molly Allaire

Molly Allaire
Chair, Essex Region Conservation Authority

Attached: ERCA Board Resolution 90/25, November 13, 2025

CC: The Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks
Andrew Dowie, MPP (Windsor-Tecumseh); Anthony Leardi MPP (Essex);
Hon. Trevor Jones MPP (Chatham-Kent-Leamington); Lisa Gretzky MPP (Windsor West)
Local Municipal Councils
Chief Nikki van Oirschot, Caldwell First Nation
Chief Leela Thomas, Walpole Island First Nation
Association of Municipalities of Ontario
Conservation Ontario
Conservation Authorities in Ontario
Local environmental groups and other stakeholders



Proposed New Ontario Provincial Conservation Agency

Resolution No. 90/25

Moved by Angelo Marignani

Seconded by Ryan McNamara

WHEREAS the Ministry of the Environment, Conservation and Parks has posted Environmental Registry Notice No. 025-1257 ("Proposed Boundaries for the Regional Consolidation of Ontario's Conservation Authorities"), proposing to reduce Ontario's 36 conservation authorities to 7 regional entities as part of a broader restructuring that would create a new Ontario Provincial Conservation Agency to provide centralized oversight and direction under the *Conservation Authorities Act*; and

WHEREAS under this proposal, the Essex Region Conservation Authority (ERCA) would be merged into a new "Lake Erie Regional Conservation Authority" together with the:

- Lower Thames Valley CA
- St. Clair Region CA
- Upper Thames River CA
- Kettle Creek CA
- Catfish Creek CA
- Long Point Region CA
- Grand River CA

forming a single organization stretching from Windsor, Essex County and Pelee Island, through north of Waterloo region; and

WHEREAS the Board acknowledges and supports the Province's goals of improved efficiency, consistency and fiscal prudence in conservation delivery, but finds that the proposed "Lake Erie Region" configuration would:

1. Create a geographically vast and administratively complex entity, joining northern, rural and fast-growing southern municipalities throughout the province with little shared watershed connection or economic alignment;
2. Dilute local accountability and municipal partnership, contrary to the principle that decisions are best made closest to the communities they affect;

3. Generate substantial transition costs — including human-resources integration, governance restructuring, IT migration and policy harmonization — that would divert resources from front-line service delivery and delay measurable outcomes, contrary to the Province's own business-planning principles of value for money, cost containment and service continuity; and,
4. Risk greater uncertainty and delay for builders, developers and farmers, as local permitting offices and staff familiar with site conditions are replaced by distant regional structures, making it harder for applicants to obtain timely local advice, resolve issues or expedite housing and infrastructure approvals that support the Province's "Get It Done" agenda; and

WHEREAS the ERCA has already undertaken significant modernization work aligned with provincial objectives, including:

- implementation of a digital permitting and inspection system that has reduced turnaround times;
- improvements in transparency and client communication;
- data and network systems, including security and redundancy
- numerous internal reviews to identify opportunities for cost savings and efficiencies
- conversion of redundant support and non-mandatory positions to front-line mandatory service positions

demonstrating that meaningful modernization can occur within the current watershed-based governance framework; and

WHEREAS the Board further recognizes that the Essex Region Conservation Authority serves Southwestern Ontario communities facing vastly different climatic, hydrological and infrastructure realities, with no single river running through the Essex region by itself defining the watershed and being surrounded on three sides by water, with topography that is prairie-like and subject to costal erosion and flood-prone areas, which would be ill-served by a larger overarching administrative structure extending over 300 kilometers to townships north of the Kitchener-Waterloo Guelph area;

THEREFORE BE IT RESOLVED THAT:

1. The Board of Directors does not support the proposed "Lake Erie Regional Conservation Authority" boundary configuration outlined in Environmental Registry Notice 025-1257; and
2. The Board instead endorses further provincial evaluation of a more focused specific model as a geographically coherent, cost-effective and locally accountable alternative that advances the government's priorities of efficiency, red-tape reduction and timely housing delivery; and
3. The Board requests that the Ministry engage directly with affected municipalities and conservation authorities across Southwestern Ontario most specifically, the Windsor-Essex and Pelee Island municipalities before finalizing any consolidation boundaries or legislative amendments; and
4. That this resolution, with a letter from the Chair, be forwarded to the Environmental Registry of Ontario consultations and to:
 - the Minister of the Environment, Conservation and Parks and his Opposition critics;

- local Members of Provincial Parliament;
- local Municipal Councils
- the Association of Municipalities of Ontario and Conservation Ontario;
- local First Nations
- local environmental groups and other stakeholders, and
- all Conservation Authorities in Ontario

- **CARRIED**

I, Nicole Kupnicki, Manager, Human Resources & Council Services of the Essex Region Conservation Authority, do hereby certify this to be a true and complete copy of Resolution No. 90/25, passed by the Essex Region Conservation Authority Meeting of the Board of Directors on the 13th day of November, 2025.

DATED at Essex, Ontario
this 14th day of November, 2025.



Nicole Kupnicki

7a)



United Counties of
Stormont, Dundas & Glengarry

RESOLUTION

MOVED BY Councillor Densham

RESOLUTION NO 2025- 159

SECONDED BY

DATE November 17, 2025

WHEREAS the Conservation Authorities Act (1946) enables municipalities to establish local conservation authorities, and when municipalities choose to form such authorities, they assume responsibility for governance and funding through the appointment of a Board of Directors and the provision of an annual levy to cover expenses;

AND WHEREAS the municipalities within Stormont, Dundas and Glengarry (SDG) established South Nation Conservation (SNC) in 1947 and the Raisin Region Conservation Authority (RRCA) in 1963;

AND WHEREAS local municipalities currently provide between 25% and 50% of total conservation authority funding, while the Province of Ontario provides approximately 3%;

AND WHEREAS municipalities have governed their respective conservation authorities for decades, tailoring programs and services to local watershed needs, maintaining accountable service standards, and ensuring fair and predictable costs for ratepayers;

AND WHEREAS conservation authorities collectively own and manage thousands of acres of land, much of which was donated by local residents and entrusted to conservation authorities as a personal legacy for long-term protection, stewardship, and the public good, with the expectation that such lands would be cared for by locally governed conservation authorities;

AND WHEREAS Bill 68 (Schedule 3) proposes the creation of the Ontario Provincial Conservation Agency, a Crown corporation that would assume governance responsibilities and consolidate Ontario's 36 conservation authorities into seven regional authorities, with municipal cost apportionment yet to be defined;

AND WHEREAS the Province already possesses the authority to establish overarching legislation, regulations, and standards through the Conservation Authorities Act and the Ministry of the Environment, Conservation and Parks;

NOW THEREFORE BE IT RESOLVED THAT the Council of the United Counties of Stormont, Dundas and Glengarry calls on the Government of Ontario to maintain local, independent, municipally governed, watershed-based conservation authorities to ensure strong local

representation in decisions related to municipal levies, community-focused service delivery, and the protection and management of conservation lands;

AND FURTHER THAT while the United Counties of SDG supports provincial goals for consistent permit approval processes, shared services, and digital modernization, imposing a new top-down agency structure without strong local accountability and governance risks creating unnecessary cost, red tape, and bureaucracy, thereby undermining efficiency and responsiveness to local community needs;


AND FURTHER THAT the United Counties of SDG supports efforts to balance expertise, capacity, and program delivery across the province, and requests that the Province work collaboratively with municipalities and local conservation authorities to determine the most effective level of strategic consolidation to achieve both provincial and local objectives.

AND FURTHER THAT a copy of this resolution be sent to the Ontario Minister of Environment, Conservation, and Parks, to the local MP and MPPs, the Association of Municipalities of Ontario, the Rural Ontario Municipal Association, and all municipalities and Conservation Authorities in Ontario.

☒ CARRIED

☐ DEFEATED

☐ DEFERRED


WARDEN

Recorded Vote:

Councillor Bergeron	_____
Councillor Broad	_____
Councillor Densham	_____
Councillor Fraser	_____
Councillor Guindon	_____
Councillor Landry	_____
Councillor MacDonald	_____
Councillor McDonald	_____
Councillor McGillis	_____
Councillor St. Pierre	_____
Councillor Williams	_____
Warden Lang	_____



35 Alice Street • PO Box 189 • Brighton, Ontario • K0K 1H0

November 19, 2025

Honourable Doug Ford, Premier of Ontario

Via Email: premier@ontario.ca

Public Input Coordinator

Via Email: ca.office@ontario.ca

Dear Premier Ford,

Re: Opposition to Proposed Consolidation of Conservation Authorities

Please be advised that at its Regular Meeting held Monday, November 17, 2025, the Council of the Corporation of the Municipality of Brighton passed the following resolution respecting the matter referenced in the above subject line:

Resolution No. COU-2025-478

Moved by Councillor Bobbi Wright

Seconded by Councillor Jeff Wheeldon

WHEREAS Ontario's conservation authorities were created to protect people, property, farmland, and ecosystems through watershed-based decision-making informed by local science, local knowledge, and municipal representation; and WHEREAS Bill 68, Plan to Protect Ontario Act (Budget Measures), 2025 (No. 2), would establish the Ontario Provincial Conservation Agency (OPCA), a provincially appointed body empowered to oversee and direct all conservation authorities, issue binding directions exempt from normal public-input regulations, and centralize decisions about budgeting, asset management, permitting, and operations; and

WHEREAS the Province has proposed reorganizing Ontario's 36 conservation authorities into seven regional bodies, with most authorities being amalgamated while the Toronto and Region Conservation Authority (TRCA) remains a standalone regional authority, creating a two-tier system that preserves full local oversight for Toronto while reducing it for smaller and rural municipalities; and WHEREAS this restructuring shifts real authority away from locally accountable boards and councils and toward a centralized provincial agency, weakening watershed-based planning, diminishing local democratic input, and increasing the risk that conservation lands and hazard lands will be treated primarily as development assets; and

WHEREAS Bill 68 also introduces new limits on civil proceedings and includes Schedule 18 (Wasaga Beach-related amendments) demonstrating that lands held

for conservation or recreation can be reclassified by statute, raising concern about similar changes elsewhere;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Municipality of Brighton strongly opposes Bill 68, including Schedule 3 and Schedule 18, as a significant erosion of local democracy and environmental protection;

BE IT FURTHER RESOLVED THAT Council calls on the Government of Ontario to:

1. Withdraw Schedule 3 and Schedule 18 from Bill 68 and halt the proposed amalgamation of conservation authorities;
2. Conduct full, open consultation with municipalities, Indigenous communities, conservation authorities, agricultural partners, environmental organizations, and the public prior to any restructuring;
3. Maintain strong local representation and decision-making authority on conservation authority boards;
4. Ensure conservation lands and hazard lands are not treated as discretionary development assets; and
5. Reinforce the independent, science-based mandate of conservation authorities to protect watersheds and regulate development in hazard lands.

BE IT FURTHER RESOLVED THAT this resolution be circulated to the Premier of Ontario; the Minister of the Environment, Conservation and Parks; the Minister of Municipal Affairs and Housing; all Ontario MPPs; AMO; Conservation Ontario; all affected conservation authorities; and all Ontario municipalities with a request for support.

Carried

Sincerely,

Candice Doiron

Municipal Clerk

613-475-0670 ext. 215

cdoiron@brighton.ca

cc: Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks
Honourable Rob Flack, Minister of Municipal Affairs and Housing
Conservation Ontario
AMCTO
AMO
All Ontario Municipalities
David Piccini, MPP Northumberland



SNC Responds to Provincial Proposal to Restructure Conservation Authorities

Conservation Authorities Were Created “For the People, By the People” — SNC Highlights Importance of Local Governance and Community Accountability

November 24, 2025

South Nation Conservation (SNC) is reviewing the Province of Ontario’s proposal to amend the *Conservation Authorities Act* and consolidate Ontario’s 36 Conservation Authorities into seven regional bodies overseen by a new provincial agency (ERO Posting #025-1257). The Environmental Registry consultation is open until December 22, 2025.

This proposal represents the most significant change to Ontario’s environmental management system in 80 years.

Conservation Authorities were established as locally governed, watershed-based agencies — created by municipalities, funded by municipalities, and accountable to municipalities. They were founded on the principle that natural resources must be managed at the watershed scale, because drainage, flooding, erosion, and water quality follow watershed boundaries — not administrative borders.

Historically, the Province funded up to 50% of Conservation Authority operations; today, provincial support has fallen to roughly 3%, leaving municipalities to fund the majority of watershed services. SNC is concerned that the proposed restructuring would shift governance away from the municipalities who created and fund Conservation Authorities, resulting in a significant loss of local decision-making, community accountability, and rural representation.

While SNC supports provincial goals to improve consistency and modernize digital permitting, these objectives can be achieved without removing local governance or amalgamating watershed agencies into large provincial structures.

SNC Services Continue Without Disruption

SNC continues to deliver all watershed programs across its 4,480 km² jurisdiction, including:

- natural hazard management and permitting
- watershed planning and development review
- flood forecasting and low water response
- drinking water source protection
- forestry, restoration, and stewardship programs
- agricultural support and cost-share programs
- management of over 13,000 acres of conservation lands

Conservation Authorities are the only environmental agencies with boots on-the-ground providing natural resource management, local monitoring, site visits, emergency response, and technical expertise to municipalities, landowners, and farm families.



Proposal Lacks Transparency – SNC Supports Timely Sustainable Development

SNC is concerned about the limited information provided to support the restructuring proposal. Municipalities and Indigenous communities received minimal advance notice, no cost-benefit analysis or transition plan has been released, and the proposal offers no clarity on how land transfers, municipal service agreements, risk management offices, or emergency response roles would function.

The ERO posting also does not reference Bill 68 (Schedule 3) — the legislation enabling consolidation — making it difficult for the public to understand the full scope of changes.

Despite claims of inefficiency, SNC issues over 98% of permits within provincial timelines, and provincial reports, including the Province’s Housing Affordability Task Force Report, do not identify Conservation Authorities as barriers to housing or development.

SNC also demonstrates how shared-service delivery models can reduce municipal costs and improve service quality: SNC delivers Ontario Building Code: Part 8 sewage system permitting on behalf of 16 municipalities, issuing 100% of permits within required timelines, with an average review period of just 9 days.

SNC plays an essential role in helping municipalities meet their development targets: 100% of planning reviews and development-related screenings are completed within municipal timelines, and SNC staff work directly with municipal planners, developers, and property owners to resolve issues early, reduce delays, and support local economic growth.

In 2023, the Province removed Conservation Authorities’ ability to provide natural heritage reviews and hydrogeological services for municipalities. This change has not worked for rural Ontario, forcing municipalities to hire private consultants at higher cost, with longer timelines, and with less local knowledge — undermining the coordinated, affordable service model that previously supported rural development.

Donor Lands and Municipal Properties Must Remain Locally Stewarded

Much of SNC’s land base was donated by local residents and farm families with the expectation of permanent, local stewardship. Transferring these properties to a distant regional authority raises concerns regarding:

- charitable trust obligations
- donor intent
- *Income Tax Act* requirements
- municipal conservation land agreements
- conservation easements and bequests

Maintaining donor confidence is essential to sustaining long-term conservation partnerships in Eastern Ontario.



Bilingual Service Obligations Must Be Protected

SNC is the only bilingual Conservation Authority in Southern Ontario, serving municipalities designated under the *French Language Services Act*. Any restructuring must ensure continued access to bilingual services and avoid downloading new bilingual obligations onto municipalities that do not operate in both official languages. Integrating SNC into a larger region risks weakening bilingual service quality and increasing local administrative costs.

Watershed-Based Management Must Be Preserved

Eastern Ontario's unique hydrology and geology — including the Casselman-to-Lemieux Potential Retrogressive Landslide Area and sensitive Leda clay plains — require specialized management rather than “consistency” delivered from distant regional offices. Effective watershed management depends on local policies that reflect local conditions and realities.

SNC is part of the Ottawa Conservation Partners with Rideau Valley and Mississippi Valley Conservation Authorities, working seamlessly with the City of Ottawa to align planning reviews, environmental monitoring, and stewardship delivery on private property.

SNC also delivers specialized agricultural stewardship programs built around local soils, farm practices, and long-standing relationships. These programs are not universally delivered across the province, but they are essential in SNC's region, where agriculture represents the largest land base and a major economic driver. These tailored services risk being diminished under a broad, standardized regional model.

Restructuring Would Increase Costs and Disrupt Services

Large-scale consolidation would require major transitions in governance, staffing, IT systems, land and asset transfers, and municipal agreements — diverting resources away from frontline watershed programs.

SNC also emphasizes its strong support for Conservation Ontario, the network agency for Conservation Authorities. Municipalities are concerned that their locally raised tax dollars may be redirected away from Conservation Ontario and toward establishing a new provincial agency — costs that should be borne by the Province, not municipalities.

Since 2020, Conservation Authorities have already undergone substantial regulatory and administrative change, including new provincial regulations (O. Reg. 41/24), mandatory municipal service agreements, and governance policy updates. Layering full consolidation on top of these recent changes would significantly increase administrative burden, slow response times, and reduce service quality during a period of escalating climate-driven natural hazards.

Many smaller Conservation Authorities — much like small municipalities — would genuinely benefit from consolidation or enhanced shared-service models. These organizations should be the Province's focus, not restructuring large, high-performing Conservation Authorities that already deliver efficient, coordinated local services.



Modernization Can Continue Without Structural Reform

SNC welcomes modernization efforts, including the introduction of a new online provincial permitting portal to improve transparency and customer service.

There are also meaningful opportunities for shared-service solutions — such as modern IT systems, digital infrastructure, and information management — that could improve efficiency across Conservation Authorities.

These improvements can be implemented within Ontario's current watershed-based model. Structural amalgamation is not required and would weaken the municipal relationships necessary to deliver effective watershed management.

SNC's Position Remains Clear

SNC and its member municipalities will be submitting comments with Conservation Ontario to the Province and encourage community partners and residents to provide input before December 22, 2025, at: <https://ero.ontario.ca/notice/025-1257>.

Modernization must not come at the expense of:

- local accountability and decision-making
- rural representation
- watershed-based science and natural hazard expertise
- donor trust and municipal land agreements
- agricultural partnerships and on-the-ground service delivery
- bilingual service obligations
- community safety and emergency response capacity

SNC remains committed to protecting people and property, supporting municipalities and landowners, safeguarding drinking water, restoring natural systems, and delivering high-quality watershed services across Eastern Ontario.

Healthy watersheds are the foundation of healthy communities and strong local economies. SNC supports the Province's goal of improving service delivery, strengthening natural hazard management, and enhancing digital permitting tools to help streamline the development process. We encourage the government to build on the significant strengths already present within Ontario's Conservation Authority system, rather than replacing them, by investing in modernization, supporting local capacity, and ensuring sustainable provincial funding.

Given that it already takes over an hour to travel across SNC's watershed, strong local offices and locally based technical staff are essential to delivering rapid site visits, emergency response, field monitoring, permitting, and stewardship services. Protecting our communities and supporting sustainable development depend on maintaining local capacity where people live and work.

With the right commitment, this moment can become an opportunity to shape the future of conservation in Ontario in a meaningful and lasting way.



La CNS réagit à la proposition provinciale visant à restructurer les offices de protection de la nature

**Les offices de protection de la nature ont été créés « par le peuple et pour le peuple » —
La CNS souligne l'importance de la gouvernance locale et de la responsabilité communautaire**

Le 24 novembre 2025

La Conservation de la Nation Sud (CNS) examine la proposition de la province de l'Ontario de modifier la *Loi sur les offices de protection de la nature* et de regrouper les 36 offices de protection de la nature de la province en sept organismes régionaux supervisés par une nouvelle agence provinciale (Avis au Registre environnemental #025-1257). La période de consultation se termine le 22 décembre 2025.

Cette proposition représente le changement le plus important au système de gestion environnementale de l'Ontario depuis 80 ans.

Les offices de protection de la nature ont été créés comme des organismes locaux, gérés à l'échelle du bassin versant — créés par les municipalités, financés par les municipalités et responsables devant les municipalités. Ils reposent sur le principe selon lequel la gestion des ressources naturelles doit se faire à l'échelle du bassin versant, puisque le drainage, les inondations, l'érosion et la qualité de l'eau suivent les limites naturelles des bassins hydrographiques — et non les frontières administratives.

Historiquement, la Province finançait jusqu'à 50 % des opérations des offices de protection de la nature; aujourd'hui, ce soutien provincial s'est réduit à environ 3 %, laissant les municipalités assumer la majorité des services de gestion du bassin versant. La CNS craint que la restructuration proposée n'éloigne la gouvernance des municipalités qui ont créé et financent les offices, entraînant une perte importante de prise de décision locale, de responsabilité communautaire et de représentation rurale.

Bien que la CNS appuie les objectifs provinciaux visant à améliorer la cohérence et à moderniser la délivrance numérique des permis, ces objectifs peuvent être atteints sans éliminer la gouvernance locale ni regrouper les organismes de bassin versant en grandes structures provinciales.

Les services de la CNS se poursuivent sans interruption

La CNS continue d'offrir l'ensemble de ses programmes dans son territoire de 4 480 km², notamment :

- la gestion des risques naturels et la délivrance des permis
- l'examen de l'aménagement du territoire et du développement
- la prévision des crues et la gestion des bas niveaux d'eau
- la protection des sources d'eau potable
- les programmes de foresterie, de restauration et d'intendance
- les programmes agricoles et les subventions partagées
- la gestion de plus de 13 000 acres de terres de conservation

Les offices de protection de la nature sont les seuls organismes environnementaux dotés d'équipes de terrain offrant la gestion des ressources naturelles, la surveillance locale, les visites de sites, le soutien en situation d'urgence et une expertise technique aux municipalités, aux propriétaires fonciers et aux familles agricoles.



Manque de transparence — La CNS appuie un développement durable et opportun

La CNS est préoccupée par le peu d'information fournie pour appuyer la proposition de restructuration. Les municipalités et les communautés autochtones ont reçu très peu d'avis préalable; aucun plan de transition ni analyse des coûts-avantages n'ont été publiés, et la proposition ne clarifie pas la gestion éventuelle des transferts de terres, des ententes municipales, des bureaux de gestion des risques ou des rôles en matière d'intervention d'urgence.

L'avis du Registre environnemental ne renvoie pas non plus au projet de loi 68 (Annexe 3) — la législation qui permettrait la consolidation — rendant difficile pour le public de comprendre la portée réelle des changements.

Malgré les affirmations d'inefficacité, la CNS délivre plus de 98 % de ses permis dans les délais provinciaux, et les rapports provinciaux — y compris le Groupe d'étude sur le logement abordable — n'identifient pas les offices de protection de la nature comme un obstacle au logement ou au développement.

La CNS démontre également qu'un modèle de services partagés peut réduire les coûts municipaux et améliorer la qualité des services : la CNS administre la délivrance des permis pour les systèmes septiques en vertu de la Partie 8 du Code du bâtiment de l'Ontario au nom de 16 municipalités, en délivrant 100 % des permis dans les délais requis, avec un délai moyen d'examen de 9 jours.

La CNS joue un rôle essentiel dans l'atteinte des cibles de croissance municipale : 100 % des examens de planification et des analyses liées au développement sont réalisés dans les délais municipaux, et le personnel de la CNS collabore directement avec les urbanistes municipaux, les promoteurs et les propriétaires pour résoudre les enjeux tôt, réduire les retards et soutenir la croissance économique locale.

En 2023, la Province a retiré aux offices de protection de la nature la capacité de fournir des examens du patrimoine naturel et des études hydrogéologiques pour les municipalités. Ce changement n'a pas bien servi les régions rurales, forçant les municipalités à recourir à des consultants privés — à coût plus élevé, avec des délais plus longs et avec moins de connaissances locales — compromettant ainsi le modèle coordonné et abordable qui appuyait auparavant le développement rural.

Les terres données et les propriétés municipales doivent rester sous une gestion locale

Une grande partie des terres de la CNS a été donnée par des résidents locaux et des familles agricoles avec l'attente d'une gestion locale et permanente. Le transfert de ces propriétés à une autorité régionale éloignée soulève des préoccupations liées :

- aux obligations fiduciaires
- à l'intention des donateurs
- aux exigences de la *Loi de l'impôt sur le revenu*
- aux ententes municipales sur les terres de conservation
- aux servitudes de conservation et aux legs

Maintenir la confiance des donateurs est essentiel à la continuité des partenariats de conservation dans l'Est ontarien.



Les obligations en matière de services bilingues doivent être protégées

La CNS est le seul office bilingue du sud de l'Ontario et dessert des municipalités désignées en vertu de la *Loi sur les services en français*. Toute restructuration doit garantir l'accès continu aux services bilingues et éviter de transférer de nouvelles obligations linguistiques à des municipalités qui n'offrent pas déjà des services dans les deux langues officielles. L'intégration de la CNS dans une région plus vaste risque affaiblir la qualité des services bilingues et d'augmenter les coûts administratifs locaux.

La gestion à l'échelle du bassin versant doit être préservée

L'hydrologie et la géologie uniques de l'Est ontarien — y compris la zone potentielle de glissement de terrain rétrogressifs de Casselman à Lemieux et les argiles sensibles de Leda — exigent une expertise spécialisée, plutôt qu'une « uniformité » imposée à partir de bureaux régionaux éloignés. Une gestion efficace du bassin versant dépend de politiques locales adaptées aux conditions et réalités locales.

La CNS fait partie des Partenaires de conservation d'Ottawa avec les offices de protection de la Vallée Rideau et de la Vallée Mississippi, collaborant étroitement avec la Ville d'Ottawa pour harmoniser les examens de planification, la surveillance environnementale et la prestation de programmes d'intendance sur les propriétés privées.

La CNS offre également des programmes agricoles spécialisés adaptés aux sols locaux, aux pratiques agricoles et aux partenariats de longue date. Ces programmes ne sont pas offerts de manière uniforme à l'échelle provinciale, mais ils sont essentiels dans la région de la CNS, où l'agriculture constitue la plus grande superficie et un moteur économique majeur. Ces services adaptés risquent d'être affaiblis sous un modèle régional standardisé.

La restructuration entraînerait une augmentation des coûts et perturberait les services

Une consolidation à grande échelle exigerait des transitions majeures en matière de gouvernance, de dotation en personnel, de systèmes informatiques, de transferts de terres et d'actifs, et d'ententes municipales — détournant des ressources des programmes de conservation essentiels.

La CNS réitère également son soutien à Conservation Ontario, l'organisme-cadre des offices de protection de la nature. Les municipalités craignent que leurs revenus locaux soient redirigés de Conservation Ontario pour financer une nouvelle agence provinciale — des coûts qui devraient être assumés par la Province, et non par les municipalités.

Depuis 2020, les offices ont déjà subi des changements réglementaires importants, notamment le Règlement de l'Ontario 41/24, des ententes de services obligatoires avec les municipalités et des mises à jour de gouvernance. L'ajout d'une consolidation complète à ces changements récents augmenterait considérablement la charge administrative, ralentirait les temps de réponse et réduirait la qualité des services dans une période où les risques naturels liés au climat s'intensifient.

De nombreuses petites offices de protection de la nature, tout comme les petites municipalités, tireraient véritablement profit d'une consolidation ou de modèles améliorés de services partagés. La province devrait se concentrer sur ces organisations plutôt que de restructurer les grands offices de protection de la nature très performantes qui fournissent déjà des services locaux efficaces et coordonnés.



La modernisation peut se poursuivre sans réforme structurelle

La CNS appuie les efforts de modernisation, notamment la mise en place d'un nouveau portail provincial en ligne pour la délivrance des permis, afin d'améliorer la transparence et le service à la clientèle.

Il existe également des possibilités importantes pour des services partagés — tels que les systèmes informatiques modernes, l'infrastructure numérique et la gestion de l'information — qui pourraient améliorer l'efficacité à l'échelle des offices de protection de la nature.

Ces améliorations peuvent être réalisées dans le cadre du modèle actuel de gestion par bassin versant. Une amalgamation structurelle n'est pas nécessaire et affaiblirait les relations municipales essentielles à une gestion efficace du territoire.

La position de la CNS demeure claire

La CNS et ses municipalités membres soumettront leurs commentaires — conjointement avec Conservation Ontario — et encouragent les partenaires communautaires et les résidents à faire part de leurs commentaires avant le 22 décembre 2025, à l'adresse :

<https://ero.ontario.ca/fr/notice/025-1257>

La modernisation ne doit pas se faire au détriment :

- de la responsabilité et de la prise de décision locales
- de la représentation rurale
- de la science et de l'expertise en matière de risques naturels
- de la confiance des donateurs et des ententes foncières municipales
- des partenariats agricoles et des services techniques de terrain
- des obligations de services bilingues
- de la sécurité communautaire et de la capacité d'intervention d'urgence

La CNS demeure engagée à protéger les personnes et les biens, à soutenir les municipalités et les propriétaires fonciers, à protéger les sources d'eau potable, à restaurer les systèmes naturels et à fournir des services de haute qualité dans tout l'Est ontarien.

Les bassins versants en santé sont à la base de communautés en santé et d'économies fortes. La CNS appuie l'objectif de la Province visant à améliorer la prestation de services, renforcer la gestion des risques naturels et moderniser les outils numériques de délivrance des permis afin d'accélérer le processus de développement. Nous encourageons le gouvernement à miser sur les forces déjà présentes au sein du système ontarien des offices de protection de la nature, plutôt que de le remplacer, en investissant dans la modernisation, en soutenant la capacité locale et en assurant un financement provincial durable.

Étant donné qu'il faut déjà plus d'une heure pour traverser le bassin versant de la CNS, le maintien de bureaux locaux et de personnel technique basé dans la région est essentiel pour assurer des visites de site rapides, l'intervention d'urgence, la surveillance sur le terrain, l'examen des permis et les services d'intendance. La protection de nos collectivités et le soutien au développement durable dépendent du maintien d'une capacité locale là où vivent et travaillent les gens.

Avec un engagement approprié, cette initiative peut devenir une occasion de façonner l'avenir de la conservation en Ontario de manière durable et significative.

Province Proposes Regional Consolidation Affecting Lower Trent Conservation

The Ontario Ministry of the Environment, Conservation and Parks (MECP) has proposed significant structural changes to Conservation Authorities under Bill 68. Under the proposed legislation, Ontario's 36 Conservation Authorities would be merged into 7 Regional Authorities, reshaping how watershed management is delivered across the province. Under this proposal, Lower Trent Conservation (LTC) would be merged alongside 6 other conservation authorities. Once consolidated the new Eastern Lake Ontario Regional Conservation Authority will be 16,000 km², with 47 municipalities, to oversee programs and services.

Another significant change is the proposal of a new Ontario Provincial Conservation Agency, a centralized Crown agency that would provide provincial coordination, strategic direction and oversight of the seven new regional Conservation Authorities. This represents a significant shift from locally based watershed governance.

LTC is governed by a Board of Directors representing seven municipalities across the current watershed boundary. The proposed regional authority would span a large area across eastern and central Ontario, raising important questions about how local municipalities will be represented. It is unclear how local watershed needs, long-standing local partnerships and watershed expertise will be incorporated into the new structure.

Currently, local municipalities provide just over 58% of LTC's operating funding, with provincial contributions making up only 2.3 % in flood forecasting and warning program funding and 12.5% for the local and regional Drinking Water Source Protection program, a small share of the annual budget.

For decades, local municipalities, stakeholders, partners, and community organizations have collectively invested millions of dollars into vital watershed services—including floodplain mapping and flood warning systems, long-term environmental and watershed monitoring, conservation areas, restoration projects, support for stewardship enhancements on private properties, environmental education, and community outreach. These programs were built to address the unique needs, risks, and conditions of the Lower Trent watershed, guided by local knowledge and local priorities. Under a large regional model, local municipalities and watershed residents risk losing their voice in decisions that directly affect their communities and local natural resources. This shift could significantly alter how these essential services are delivered, funded, and prioritized, placing at risk the locally driven programs and services that have supported the health and safety of our communities for more than 50 years.

MECP has stated that the proposed restructuring of Conservation Authorities is intended to reduce duplication, increase efficiency, standardize permitting across Ontario, and ensure more consistent alignment with provincial priorities.

- Since 2019, LTC has implemented every legislative and regulatory change introduced by the Province, including updates to programs, policies, governance, and reporting requirements. LTC is operating efficiently and effectively and meeting or exceeding provincial expectations.
- LTC has worked collaboratively with agencies to advance floodplain mapping updates and implement modernized technical standards and involve the public through consultation.
- LTC proactively conducted an internal organizational review to identify and address inefficiencies, reduce duplication, and ensure continuous improvement—demonstrating our commitment to fiscal responsibility and high-quality service delivery.

Centralizing these responsibilities into a large regional authority threatens to erode the local expertise, responsiveness, and decision-making that our municipalities and residents rely on within their communities.

Maps of the proposed regional boundaries and governance changes are now available on the Environmental Registry of Ontario (<https://ero.ontario.ca/notice/025-1257>). Residents, municipalities, and community partners can review the materials and submit their feedback to the province until December 22.

For more information about Lower Trent Conservation's programs and services, visit **www.ltc.on.ca** or contact **information@ltc.on.ca**.



TOWNSHIP OF O'CONNOR

330 Highway 595, R.R. #1, Kakabeka Falls, Ontario P0T 1W0
 Tel. (807) 476-1451 Fax (807) 473-0891
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Mayor
 Jim Vezina

Clerk-Treasurer
 Lorna Buob

Councillors
 Alex Crane
 Brendan Rea
 John Sobolka
 Carly Torkkeli

November 26, 2025

Honourable Todd McCarthy
 Minister of the Environment, Conservation and Parks
 Macdonald Block Mailing Facility
 77 Wellesley St W, 11th Fl
 Toronto, ON
 M7A 1N3

minister.mepc@ontario.ca

Dear Minister McCarthy:

Council, at their meeting held on November 24, 2025, passed a resolution calling on the Government of Ontario to maintain local, independent, municipally governed, water-shed conservation authorities. The Township of O'Connor is opposed to the proposed Huron-Superior Regional Conservation Authority boundary configuration outlined in the Environmental Registry Notice 025-1257.

I have enclosed a copy of the resolution for your consideration and trust you will give it your full consideration and support.

Yours truly

Lorna Buob
 Clerk-Treasurer

Encl.

Cc: Kevin Holland, MPP – Thunder Bay – Atikokan kevin.holland@pc.ola.gc
 Lise Vaugeois, MPP, Thunder Bay – Superior North LVaugeois-QP@ndp.on.ca
 Marcus Powlowski, MP – Thunder Bay – Rainy River marcus.powlowski@parl.gc.ca
 Hon. Patty Hajdu – MP Thunder Bay – Superior North patty.hajdu@parl.gc.ca
 Association of Municipalities of Ontario amo@amo.on.ca
 Conservation Ontario bfox@conservationontario.ca
 Lakehead Region Conservation Authority tammy@lakeheadca.com
 All local municipalities
 All Conservation Authorities in Ontario

TOWNSHIP OF O'CONNOR
R. R. #1 KAKABEKA FALLS, ONTARIO POT 1W0

NOVEMBER 24, 2025 NO. 10

Moved by J. Sobolta

Seconded by C. Torkkeli

WHEREAS the Conservation Authorities Act (1946) enables municipalities to establish local conservation authorities, and when municipalities choose to form such authorities, they assume responsibility for governance and funding through the appointment of a Board of Directors and the provision of an annual levy to cover expenses;

AND WHEREAS the municipalities within Lakehead Region established the Neebing Valley Conservation Authority in 1954 which enlarged to the Lakehead Region Conservation Authority (LRCA) in 1963;

AND WHEREAS local municipalities currently provide approximately 50% of total conservation authority funding, while the Province of Ontario provides approximately 5%;

AND WHEREAS municipalities have governed their respective conservation authorities for decades, tailoring programs and services to local watershed needs, maintaining accountable service standards, and ensuring fair and predictable costs for ratepayers;

AND WHEREAS conservation authorities collectively own and manage thousands of hectares of land, much of which was donated by local residents and entrusted to conservation authorities as a personal legacy for long-term protection, stewardship, and the public good, with the expectation that such lands would be cared for by locally governed conservation authorities;

AND WHEREAS Bill 68 (Schedule 3) proposes the creation of the Ontario Provincial Conservation Agency, a Crown corporation that would assume governance responsibilities and consolidate Ontario's 36 conservation authorities into seven regional authorities, with municipal cost apportionment yet to be defined;

AND WHEREAS the Province already possesses the authority to establish overarching legislation, regulations, and standards through the Conservation Authorities Act and the Ministry of the Environment, Conservation and Parks;

NOW THEREFORE BE IT RESOLVED THAT the Township of O'Connor calls on the Government of Ontario to maintain local, independent, municipally governed, watershed-based conservation authorities to ensure strong local representation in decisions related to municipal levies, community-focused service delivery, and the protection and management of conservation lands;

AND THAT while the supports provincial goals for consistent permit approval processes, shared services, and digital modernization, imposing a new top-down agency structure

without strong local accountability and governance risks creating unnecessary cost, red tape, and bureaucracy, thereby undermining efficiency and responsiveness to local community needs;

AND THAT the Township of O'Connor supports efforts to balance expertise, capacity, and program delivery across the province, and requests that the Province work collaboratively with municipalities and local conservation authorities to determine the most effective level of strategic consolidation to achieve both provincial and local objectives;

AND THAT the Township of O'Connor is opposed to the proposed "Huron-Superior Regional Conservation Authority" boundary configuration outlined in Environmental Registry Notice 025-1257;

AND THAT the Township of O'Connor recommends that the Lakehead Region Conservation Authority form the "Northwestern Ontario Regional Conservation Authority";

AND THAT the Ministry engage directly with affected municipalities of the Lakehead Region Conservation Authority, before finalizing any consolidation boundaries or legislative amendments;

AND THAT a copy of this resolution be forwarded to the Environmental Registry of Ontario consultations and to:

- the Minister of the Environment, Conservation and Parks and his Opposition critics;
- local Members of Provincial Parliament;
- local Members of Parliament;
- the Association of Municipalities of Ontario;
- Conservation Ontario;
- All local municipalities; and
- All Conservation Authorities in Ontario.

J. Vezina

MAYOR

CERTIFIED TRUE COPY
TOWNSHIP OF O'CONNOR



CARRIED



DEFEATED

RECORDED VOTE

ALEX CRANE



BRENDAN REA



JOHN SOBOLTA



Lana Buob

CLERK-TREASURER

CARLY TORKKELI



JIM VEZINA





130 Conservation Road, PO Box 10427
Thunder Bay, ON P7B 6T8
Phone: (807) 344-5857 | Fax: (807) 345-9156

November 27, 2025

Re: Proposed Regional Consolidation of Conservation Authorities, ERO Notice #025-1257
Lakehead Region Conservation Authority Resolution #130/25

With the passing of Bill 68 on November 25, 2025, the Province of Ontario has established a new oversight body called the "Ontario Provincial Conservation Agency" (OPCA) to oversee Conservation Authorities (CAs) and the transition to a regional watershed-based framework for CAs in Ontario.

At the November 26, 2025 Lakehead Region Conservation Authority (LRCA) Board Meeting, the LRCA Board of Directors passed a resolution opposing the Province's proposed "Huron-Superior Regional Conservation Authority" boundary configuration as outlined in Environmental Registry Notice 025-1257, which proposes to consolidate the LRCA into a region 1,500 kilometres from the Lakehead Watershed with 72 other southern Ontario municipalities. The resolution also recommends that the LRCA form a stand alone independent Regional Conservation Authority, as the "Northwestern Ontario Regional Conservation Authority" to ensure that the interests of Northwestern Ontario are equitably represented. Additionally, the Board is also requesting that the Ministry engage directly with affected municipalities of the LRCA before finalizing any consolidation boundaries.

The Board of Directors acknowledges the Province's goals in amalgamating conservation authorities; however, strongly believes that the LRCA is unique both in location and the region that it serves and therefore should not be amalgamated with conservation authorities with no watershed or municipal connection.

LRCA Resolution #130/25 has been attached. The LRCA encourages all partners to review the posting <https://ero.ontario.ca/notice/025-1257> and submit comments prior to the closing date of December 22, 2025.

For further information, please contact the undersigned at info@lakeheadca.com.

Yours truly,



Donna Blunt
Chair

Encl.: LRCA Board Resolution #130/25

c.c.:

Hon. Todd McCarthy, Minister of the Environment, Conservation and Parks
Peter Tabuns, MPP, Critic, Environment, Conservation and Parks
Kevin Holland, MPP, Thunder Bay – Atikokan
Lise Vaugoeis, MPP, Thunder Bay- Superior North
Marcus Powlowski, MP – Thunder Bay – Rainy River
Hon. Patty Hajdu – MP Thunder Bay – Superior North
Association of Municipalities of Ontario
Conservation Ontario
All local municipalities
All Conservation Authorities in Ontario

LRCA Resolution #130/25

Moved by: Sheelagh Hendrick

Seconded by: Brian Kurikka

With Respect to the posting by the Ministry of the Environment, Conservation and Parks Environmental Registry Notice No. 025-1257 ("Proposed Boundaries for the Regional Consolidation of Ontario's Conservation Authorities"), proposing to reduce Ontario's 36 conservation authorities to 7 regional entities as part of a broader restructuring that would create a new Ontario Provincial Conservation Agency to provide centralized oversight and direction under the Conservation Authorities Act;

AND THAT *under this proposal, the Lakehead Region Conservation Authority (LRCA) would be merged into a new "Huron-Superior Regional Conservation Authority" together with:*

- *Grey Sauble Conservation*
- *the Saugeen Valley Conservation Authority*
- *the Maitland Valley Conservation Authority*
- *the Ausable Bayfield Conservation Authority*
- *the Nottawasaga Valley Conservation Authority*
- *the Lake Simcoe Region Conservation Authority*

forming a single organization encompassing the eastern shores of Lake Huron, the southern shores of Georgian Bay, Lake Simcoe, and the western shores of Lake Superior in Northwestern Ontario;

AND THAT *the LRCA Board acknowledges and supports the Province's goals of improved efficiency, consistency and fiscal prudence in conservation delivery,*

AND THAT *the Lakehead Region Conservation Authority is a self-sufficient entity that is; accountable to its member municipalities;*

- *financially resilient;*
- *consistently processes permits in less than 7 days;*
- *operates in the City of Thunder Bay that has exceeded their housing target by 143%;*
- *has modern financial and IT processes that prioritize security and redundancy; and*
- *is a locally recognized leader in the conservation and protection of the Lakehead Watershed; and*
- *all staff are front line workers,*

AND THAT *the Board further recognizes that the Lakehead Region Conservation Authority is unique as it does not abut any other Conservation Authority and solely serves Northwestern Ontario communities that face vastly different climatic, hydrological, geographic and infrastructure realities, and would be disconnected to the proposed larger overarching*

administrative structure that is physically based 1,500 kilometres from the north with 72 other municipalities;

The Board finds that the proposed “Huron-Superior Region” configuration would :

- *Create a geographically vast and administratively complex entity, joining Northwestern Ontario with fast-growing Southern Ontario municipalities that are 1,300-1,500 kilometres apart with no shared watershed connection or economic alignment;*
- *dilute local accountability and municipal partnership, contrary to the principle that decisions are best made at the local level;*
- *generate substantial transition costs — including human-resources integration, governance restructuring, IT migration and policy harmonization, rebranding — that would divert resources from front-line service delivery and delay measurable outcomes, contrary to the Province’s business-planning principles of value for money, cost containment and service continuity; and*
- *risk greater uncertainty and delay for builders, developers and farmers, as local permitting offices and staff familiar with local conditions are replaced by distant regional structures, making it harder for applicants to obtain timely local advice, resolve issues or expedite housing and infrastructure approvals that support the Province’s “Get It Done” agenda;*

THEREFORE BE IT RESOLVED THAT:

The Board of Directors is opposed to the proposed “Huron-Superior Regional Conservation Authority” boundary configuration outlined in Environmental Registry Notice 025-1257;

AND THAT *the Board recommends that the Lakehead Region Conservation Authority form the 8th Regional Conservation Authority as the “Northwestern Ontario Regional Conservation Authority”;*

AND THAT *further provincial evaluation is conducted with a more focused specific model as a geographically coherent, cost-effective and locally accountable alternative that advances the government’s priorities of efficiency, red-tape reduction and timely housing delivery;*

AND THAT *the Ministry engage directly with affected municipalities of the Lakehead Region Conservation Authority, before finalizing any consolidation boundaries or legislative amendments;*

AND THAT *this resolution, with a letter from the Chair, be forwarded to the Environmental Registry of Ontario consultations and to:*

- *the Minister of the Environment, Conservation and Parks and his Opposition critics;*
- *local Members of Provincial Parliament;*
- *local Members of Parliament;*
- *the Association of Municipalities of Ontario;*
- *Conservation Ontario;*
- *All local municipalities; and*
- *All Conservation Authorities in Ontario.*

Carried

Item 8.11

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Friday, November 28, 2025 Meeting

FROM: John MacKenzie, Chief Executive Officer

RE: **ONTARIO PROVINCIAL CONSERVATION AGENCY
(BILL 68) AND PROPOSED REGIONAL
CONSOLIDATION OF ONTARIO'S CONSERVATION
AUTHORITIES (ERO# 025-1257)**

KEY ISSUE

To provide an overview of the proposed amendments to the Conservation Authorities Act in [Schedule 3](#) of [Bill 68](#), Plan to Protect Ontario Act (Budget Measures), 2025 to create the Ontario Provincial Conservation Agency (OPCA) and an analysis of the Ministry of Environment, Conservation and Parks' (MECP) posting of the "[Proposed boundaries for the regional consolidation of Ontario's conservation authorities](#)" on the Environmental Registry of Ontario (ERO# 025-1257) for a commenting period ending December 22, 2025.

RECOMMENDATION:

WHEREAS on November 6, 2025, Bill 68, Plan to Protect Ontario Act (Budget Measures), 2025 was introduced into the legislature and proposes to amend, among other Acts, the Conservation Authorities Act to create the Ontario Provincial Conservation Agency (the Agency);

AND WHEREAS the Agency would be a provincial board-governed agency to provide centralized leadership, efficient governance, strategic direction, and oversight of Ontario's conservation authorities;

AND WHEREAS on November 7, 2025, the Ministry of Environment, Conservation and Parks (MECP) posted "Proposed boundaries for the regional consolidation of Ontario's conservation authorities" for public comment on the Environmental Registry of Ontario (ERO# 025-1257) for a 45-day period ending December 22, 2025;

Item 8.11

AND WHEREAS the Agency would oversee the transition to a regional watershed-based framework for authorities in Ontario;

THEREFORE LET IT BE RESOLVED THAT;

TRCA supports the province's proposal to keep TRCA's watershed boundaries and TRCA Board governance structure intact;

TRCA requests that the proposed re-naming of TRCA to Central Lake Ontario Regional Conservation Agency be abandoned;

That all costs of the new Agency and the proposed regional consolidation and with any transition be entirely borne by the Province;

That TRCA staff continue to participate in the consultation to provide TRCA's advice on best practices from our experience successfully delivering programs as Ontario's most highly populated CA;

That this report on the Agency and ERO# 025-1257 be received and that any comments from the Board of Directors help inform TRCA's final submission to the ERO;

AND FURTHER THAT the Clerk and Manager, Policy, so advise TRCA's partner municipalities and Conservation Ontario.

BACKGROUND

On October 31, 2025, the Minister of the Environment, Conservation and Parks announced the Government's intention to introduce legislation which, if passed, would amend the Conservation Authorities Act (CA Act) to create the Ontario Provincial Conservation Agency (Agency), a provincial board-governed agency to provide centralized leadership, efficient governance, strategic direction, and oversight of Ontario's conservation authorities.

Ontario Provincial Conservation Agency

Bill 68, Plan to Protect Ontario Act (Budget Measures), 2025 was introduced in the legislature on November 6, 2025. Schedule 3 of Bill 68 contains amendments to the CA Act to enable the creation of the OPCA (the Agency), including:

- Establishing the objects of the agency;
- Setting out the governance of the proposed agency;

Item 8.11

- Establishing tools for agency oversight of conservation authorities;
- Establishing provincial oversight of the agency; and
- Setting out sources of agency funding.

The proposed objects of the Agency are the following:

1. Oversee the governance of authorities and other aspects of authorities such as their operations, including the programs and services they provide, to further the purposes of the Act;
2. Oversee the transition to a regional watershed-based framework for authorities in Ontario;
3. Promote consistent policies, standards and fees for programs and services provided by authorities;
4. Assess and report on the effectiveness of authorities in furthering the conservation, restoration, development and management of natural resources in watersheds in Ontario, including outcomes related to the implementation of their programs and services;
5. Oversee and evaluate the financial performance of authorities to ensure their long-term operational and capital financial sustainability, including the financial sustainability of their programs and services required under section 21.1;
6. Guide and evaluate the strategic planning by authorities to ensure it aligns with provincial objectives;
7. Support the development and implementation of a standardized and centralized system for processing applications for permits issued by authorities;
8. Lead the development and implementation of digital strategies and shared services to support the operations of authorities, including their programs and services;
9. Support strategic investment in programs and services provided by authorities, including leveraging funding available to Ontario and authorities;
10. Advise the Government of Ontario in respect of the programs and services authorities provide under the Act and any matters related to the objects of the agency; and
11. Any other objects prescribed by regulation.

The proposed Agency will be board-governed with at least five and not more than 12 board members, with one Chair and up to two Vice Chairs, appointed by the Lieutenant Governor in Council. MECP will provide

Item 8.11

oversight of the Agency and will also retain policy responsibility for the CA Act and associated regulations. Where the Minister considers it to be in the public interest to do so, the Minister may issue directions to the Agency.

The Agency will provide province-wide coordination, strategic direction and oversight of Ontario's conservation authorities (CAs). Delivery of local programs and services would continue to be led by CAs. The Agency may issue directions and/or guidelines to one or more authorities to address matters such as key performance indicators, key results or service delivery targets, service standards, information technology, procurement, training of members and employees, budgeting, asset management plans and strategic planning.

The proposed Agency funding sources include provincial funding, fees for services and cost recovery from conservation authorities.

Bill 68 passed Third Reading on November 24, 2025, and most of the provisions of the Agency in the CA Act will come into effect upon Royal Assent.

Proposed Regional Consolidation of CAs (ERO# 025-1257)

On November 7, 2025, MECP posted a proposal on the Environmental Registry of Ontario ([ERO 025-1257](#)) seeking feedback on proposed boundaries for the consolidation Ontario's 36 conservation authorities into seven regional conservation authorities (Attachment 1), and the criteria applied to inform the proposed boundaries. The policy proposal notice includes maps depicting the proposed boundaries for the regional conservation authorities and discussion questions relevant to the planning for the future state. In the proposal, the watershed-based boundaries delineating TRCA's jurisdiction are proposed to remain the same with our name to change to Central Lake Ontario Regional Conservation Authority (Attachment 2).

No changes are proposed to the overall extent of conservation authority jurisdiction within the province, and under consolidation, the new regional conservation authorities would remain independent organizations operating with municipal governance and oversight, in accordance with requirements under the CA Act, as administered by MECP.

In addition, the ERO posting notes that the important work that conservation authorities do to protect people and property from the risks of

Item 8.11

flooding and other natural hazards will not change. The regional conservation authorities would continue to fulfill provincially mandated programs such as drinking water source protection under the Clean Water Act, regulating, development and other activities in areas at risk of natural hazards like flooding and erosion (e.g. floodplains, shorelines, watercourse and wetlands), flood forecasting and warning, and managing their lands and recreational trails so that Ontarians have access to local natural areas and outdoor activities.

The posting also indicates that regional conservation authorities would continue to provide municipal and other watershed programs and services set out under the CA Act such as tree planting, data collection, restoration and other integrated watershed management activities that enhance the resilience of local watersheds and educate and engage local communities.

The ERO posting lists the following questions to assist in receiving feedback and planning for the future state:

- What do you see as key factors to support a successful transition and outcome of regional conservation authority consolidation?
- What opportunities or benefits may come from a regional conservation authority framework?
- Do you have suggestions for how governance could be structured at the regional conservation authority level, including suggestions around board size, make-up and the municipal representative appointment process?
- Do you have suggestions on how to maintain a transparent and consultative budgeting process across member municipalities within a regional conservation authority?
- How can regional conservation authorities maintain and strengthen relationships with local communities and stakeholders?

MECP Virtual Information Session

On November 18, 2025, MECP held a virtual information session for CAs to provide an overview of the Ontario Provincial Conservation Agency and the proposed regional consolidation of CAs. MECP indicated that the Agency is intended to provide province-wide coordination, shared digital and technical resources, and consistent practices that strengthen the work of regional conservation authorities.

Item 8.11

CAs were advised that MECP and the Office of the Chief Conservation Executive will consider all feedback received during the consultation on the proposed boundaries for regional consolidation and to inform the proposed path forward. MECP will undertake further consultation at a future date on any additional proposed legislative and regulatory changes needed to enable regional consolidation.

The new Agency would lead the transition to regional CAs with CA, municipal and stakeholder involvement, including providing guidance support through the consolidation process. Changes are not intended to be initiated until after municipal elections in October 2026. Existing Board members would continue to serve until the expiration of their terms next year.

MECP Regional Engagement Session

MECP also advised during the Information Session that dates for regional meetings for municipalities and CAs, based on the proposed structure, would be forthcoming to receive feedback.

On November 25, 2025, TRCA's CEO received an invitation from MECP to attend an in-person Regional Engagement Session to be held on Monday, December 1, 2025, with a request to limit participation to a maximum of two delegates from our organization. Per the invitation, this engagement session will provide an opportunity for municipalities and conservation authorities to receive an overview of the proposal and participate in facilitated discussions.

RATIONALE

Proposed Response to ERO# 025-1257

On the basis of TRCA's understanding to date of Schedule 3 of Bill 68, the details in the ERO posting and the virtual MECP Information Session, the following are the key messages TRCA proposes to incorporate in our submission to the ERO, subject to input received from the Board of Directors.

Criteria - Regional consolidation of CAs

The ERO posting sets out the criteria used to determine the proposed Regional CA boundaries, which includes maintaining watershed-based

Item 8.11

jurisdictions, relationships between conservation authorities and municipalities, balancing expertise and capacity across conservation authorities and service continuity.

As already noted, TRCA's watershed boundaries are proposed to remain the same in the new regional CA framework but with our name proposed to change to Central Lake Ontario Regional Conservation Authority (Attachment 2). Since the release of the legislation and posting, TRCA's CEO has been speaking with officials at the Province involved in this process, including the Chief Conservation Executive, and expressed appreciation for keeping our watershed boundaries intact in the current proposal. In doing so, the criteria that are so critical and foundational to TRCA, (e.g., watershed-based, municipal, local community and stakeholder partnerships, service continuity, informed by science, etc.) will be preserved and avoid disruption to the delivery of the high-quality programs and services to our municipalities and communities that TRCA serves.

TRCA has also communicated concerns about the financial impact associated with our proposed name change. Based upon a preliminary analysis, renaming would result in substantial costs and staff time to implement across the organization (e.g., communications, brand identity, digital/information technology, cybersecurity, finance and administration, legal and property services, rebranding of facilities, parks, physical assets, uniforms, etc.). Given the fiscal and brand identity implications, TRCA recommends that our current name be retained.

Future State: Governance and Budget Process

The questions in the ERO posting are also seeking feedback on matters related to governance, transparent and consultative budget process and community and stakeholder relationships to inform the successful transition and outcome of the proposed regional CA framework. In this regard, as TRCA is proposed to remain intact as a regional CA, albeit with a proposed name change, it is recommended that our current governance structure of the Board of Directors, Executive Committee (with delegated powers of the Board), Board subcommittees, and current comprehensive, consultative and transparent budgeting process also remain intact to support the continued operations and successful delivery of TRCA's programs, services and projects.

As indicated by MECP, changes are not intended to be initiated until after

Item 8.11

municipal elections in October 2026 and existing Board members would continue to serve until the expiration of their terms next year. It is anticipated that much of the work related to governance in the new RCA structure will occur in the next phase of MECP's consultation process involving legislative and regulatory changes to enable the regional consolidation.

Implications of Regional Consolidation to Source Protection Regions

Further clarification is required on how the proposed consolidation of 36 conservation authorities into seven regional conservation authorities (RCA) will impact existing Source Protection Regions (SPR), source protection authority boards, source protection committees, assessment reports, work planning structure, etc.

The Credit Valley – Toronto and Region – Central Lake Ontario (CTC) Source Protection Region (SPR) consists of three Source Protection Areas (SPA): Credit Valley SPA (CVSPA), Toronto and Region SPA (TRSPA) and Central Lake Ontario SPA (CLOSPA). The current ERO proposal will place the three CTC Region CAs into parts of three regional CAs. CVC will be consolidated into the Western Lake Ontario RCA and CLOCA will be consolidated into the Eastern Lake Ontario RCA. In the current CTC SPR, CVC is the lead source protection authority and CLOCA provides the file management system for the CTC SPR. CTC staff are undertaking an analysis of the implications of the ERO proposal on the CTC SPR and will be reporting to the Source Protection Committee at their meeting on December 10, 2025.

Legal, Corporate and Administrative Implications

TRCA's understanding of the legal, corporate, and administrative implications of the legislative changes and ERO proposal are ongoing and subject to further analysis to determine financial implications. We have not received clarification on whether the Province will cover costs associated with the new proposed boundary changes (if at the outcome of the consultation they impact TRCA) and TRCA's proposed name change. At this point, and without clarification that costs will be entirely covered by the Province, TRCA staff have identified potential negative financial impacts of this proposal. For example, even though our watershed boundaries are proposed to stay intact, as noted earlier, estimated costs for the proposed name change from TRCA to Central Lake Ontario Regional Conservation Authority are extensive. These working estimates of financial impacts can

Item 8.11

be discussed in Closed Session.

Other immediate areas of concern that have arisen from reviewing the legislation and ERO questions relate to the potential financial risk or pressure posed by the powers granted for the Agency which include raising or levying funds from CAs. This is of particular concern as TRCA receives extremely limited stable funding from the Province (on average less than 400k per year of Section 39 CA Act related funding) and is already facing significant financial pressure related to delivering on its provincially mandated functions such as protecting wetlands and natural hazards. TRCA's financial situation related to protecting the provincial interest is also worsening due to the development fee freeze imposed by the Province for the last three years. In addition, TRCA also manages extensive provincial land holdings at a growing cost to TRCA and its municipalities. Any levy that might come from this new provincial agency would only increase these financial pressures to TRCA and its municipal partners.

While the current ERO proposal mapping shows TRCA's watershed boundaries as remaining intact, we understand neighbouring CA's have resolved to oppose their proposed consolidation. If the Province decided to enlarge or change TRCA's boundaries in response to opposition by other CA's or based on stakeholder input received during this consultation, such a change would result in extensive human resource, and corporate and administrative costs to TRCA and partner CAs that have not been budgeted for. Work underway on potential costs and human resource impacts can be discussed further in Closed Session.

The ERO posting notes that the newly created Agency plans to focus on service delivery targets, service standards, information technology, procurement, training of members and employees, budgeting, asset management plans, and strategic planning. TRCA is already high performing or is in the latter stages of modernization work in these areas. Therefore, it would be challenging to understand how the Province could justify levying TRCA in these areas where consolidation is not proposed and where corporate sophistication (e.g., municipally supported budget processes, updated asset management plans, multi-year strategic plan, modern corporate policies and systems, onboarding and learning programs, etc.) is already in place. For example, TRCA's accomplishments including Certificate of Recognition (COR) certification and GTA Top Employer and Greenest Employer recognition along with high performance

Item 8.11

on permitting, program and project delivery are often recognized as best practices in the CA, municipal, and government agency sector.

The Agency will have a Board structure and can with Ministerial support also direct a change in TRCA Board governance. TRCA's Board has been well-established to represent its diverse municipalities and a population of over 5 million people living within TRCA's jurisdiction. TRCA's Board structure, Executive Committee, subcommittees and working groups (e.g., BILD/Industry Working Group) have been tailored to address the needs of our municipal, agency, community and industry partners. TRCA's existing governance structure that has been established over time reflects previous historic watershed consolidations and works well for our municipalities and agency partners. TRCA staff will be requesting the Province to keep TRCA's governance structure intact. Lastly, with the new Agency Board structure as outlined in the legislation, TRCA staff will be suggesting that the Province consider how municipalities in TRCA's jurisdiction would be represented on this new Agency Board.

Relationship to TRCA's 2023-2034 Strategic Plan

This report supports the following Pillars and Outcomes set forth in TRCA's 2023-2034 Strategic Plan:

Pillar 1 Environmental Protection and Hazard Management:

- 1.1 Deliver provincially mandated services pertaining to flood and erosion hazards

Pillar 2 Knowledge Economy:

- 2.4 Integrate environmental considerations and science into decision making

Pillar 3 Community Prosperity:

- 4.2 Provide and manage an efficient and adaptable organization

Pillar 4 Service Excellence:

- 4.3 Responsive relationships and a trusted brand with a reputation for excellence

FINANCIAL DETAILS

Staff are engaged in the policy analysis work per the normal course of duty, with funding support provided by TRCA's participating municipalities to account 120-12. No additional funding is proposed to support the policy analysis work associated with the preparation of these comments.

Item 8.11

DETAILS OF WORK TO BE DONE

Staff are undertaking the following next steps:

- Receive input from the Board of Directors at this meeting and any follow up discussions to help inform TRCA's submission to the ERO;
- Attend the MECP Regional Engagement Session on December 1, 2025;
- Participate in ongoing engagement with Conservation Ontario, CAs, CTC SPAs, municipal partners and stakeholders, etc.;
- Finalizing TRCA's submission to MECP in response to the ERO; and
- Continue to inform the Board of Directors on any outcomes of engagement meetings with MECP on any new or other provincial initiatives related to the Agency or implementation of the Regional consolidation of CAs.

Report prepared by: John MacKenzie, Chief Executive Officer, Laurie Nelson, Director, Policy Planning

Email: john.mackenzie@trca.ca; laurie.nelson@trca.ca

For Information contact John MacKenzie

Email: john.mackenzie@trca.ca

Date: November 26, 2025

Attachments: 2

Attachment 1: Map of Proposed 7 Regional Conservation Authorities

Attachment 2: Map of Proposed Central Lake Ontario Regional Conservation Authority (TRCA)



OFFICE OF THE
CITY CLERK

COUNCIL SERVICES DEPARTMENT

IN REPLY, PLEASE REFER
TO OUR FILE NO. _____

November 28, 2025

Honourable Doug Ford
Premier of Ontario
Premier's Office
Room 281, Legislative Building, Queen's Park
Toronto, ON M7A 1A1

Dear Premier Ford,

Windsor City Council, at its meeting held November 24, 2025, adopted the following resolution:

Decision Number: CR481/2025

WHEREAS Ontario's Conservation Authorities play a critical role in watershed management, environmental protection, flood mitigation, and public safety across the province; and,

WHEREAS the Province of Ontario has introduced Bill 68, which contains significant and far-reaching amendments to the *Conservation Authorities Act* that would alter governance structures, decision-making authorities, and municipal participation in conservation authority oversight; and,

WHEREAS the proposed changes were introduced within an omnibus bill without the benefit of a standalone legislative process that would allow for comprehensive public input, stakeholder consultation, or sufficient scrutiny regarding their long-term environmental, financial, and public safety implications; and,

WHEREAS municipalities are key partners in watershed management and must retain a strong, meaningful voice in any new governance model to ensure that local knowledge, local priorities, and local risks are fully considered in provincial decision-making; and,

WHEREAS the potential impacts of the proposed amendments may increase risks to the public related to flooding, erosion, natural heritage loss, and environmental degradation if not properly analyzed and addressed through an open and transparent legislative process; and,

THEREFORE BE IT RESOLVED THAT the Council of the City of Windsor strongly urge the Provincial Government of Ontario to withdraw all sections of Bill 68 related to amendments to the *Conservation Authorities Act*; and,

BE IT FURTHER RESOLVED THAT the Province be requested to re-introduce any proposed changes as a standalone bill, to proceed through the full and regular legislative process—including First and Second Readings, Committee review, stakeholder submissions, and public consultation—to ensure that the impacts on watershed management, environmental protection, and public safety are fully and transparently considered; and,

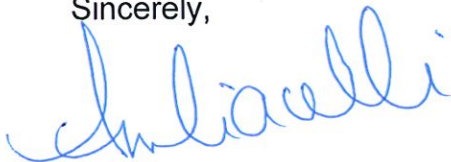
BE IT FURTHER RESOLVED THAT the Province ensure that any future governance framework for Ontario's Conservation Authorities includes robust and clearly defined municipal representation, recognizing municipalities as essential partners in protecting watersheds and mitigating environmental risks; and,

BE IT FINALLY RESOLVED THAT a copy of this motion be forwarded to the Premier of Ontario, the Minister of the Environment, Conservation and Parks, local Members of Provincial Parliament, the Association of Municipalities of Ontario (AMO), the Essex Region Conservation Authority (ERCA), and all Ontario municipalities and Conservation Authorities for their information and support.

Carried.

Your consideration to Windsor City Council's resolution would be most appreciated.

Sincerely,



Anna Ciacelli
Deputy City Clerk and Supervisor of Council Services
AC/lh

cc: Mr. Todd McCarthy, the Minister of the Environment, Conservation and Parks
Mr. Harb Gill, Member of Parliament, Windsor West
Ms. Kathy Borrelli, Member of Parliament, Windsor-Tecumseh-Lakeshore
Mr. Andrew Dowie, Member of Provincial Parliament, Windsor-Tecumseh
Ms. Lisa Gretzky, Member of Provincial Parliament, Windsor West
Association of Municipalities of Ontario (AMO)

Tim Byrne, Chief Administrative Officer & Secretary Treasurer, Board of Directors, Essex Region Conservation Authority (ERCA)
Nicole Kupnicki, Manager, Human Resources & Council Services of the Essex Region Conservation Authority
All Ontario municipalities and Conservation Authorities



CATFISH CREEK CONSERVATION AUTHORITY

8079 Springwater Road, RR# 5, Aylmer, Ontario N5H 2R4

PHONE: (519) 773-9037 • FAX: 519-765-1489

e-mail: admin@catfishcreek.ca • www.catfishcreek.ca

Re: Resolution (Bill 68 and ERO Posting 025-1257)

On October 31, 2025, the Ministry of Environment, Conservation and Parks (MECP) released a media statement titled “Ontario Creating New Conservation Authority Agency to Improve Service Delivery and Protect Communities,” announcing the Province’s intention to establish a new, board-governed Ontario Provincial Conservation Agency “[Ontario Creating New Conservation Authority Agency to Improve Service Delivery and Protect Communities | Ontario Newsroom](#)”. This new agency is expected to provide leadership, governance, and strategic oversight to all Conservation Authorities (CAs) across Ontario. The announcement was made without prior consultation with Conservation Authorities—including the Catfish Creek Conservation Authority (CCCA)—or with the watershed experts, municipal partners, and staff who possess decades of local, on-the-ground knowledge. For a watershed the size of Catfish Creek, which relies heavily on close local partnerships, this absence of engagement raises significant concerns about transparency and informed decision-making.

Shortly after this announcement, on November 6, 2025, the government introduced Bill 68, Plan to Protect Ontario Act (Budget Measures), 2025 (No. 2) “[Bill 68, Plan to Protect Ontario Act \(Budget Measures\), 2025 \(No. 2\) - Legislative Assembly of Ontario](#)”. The bill passed First Reading and is expected to move quickly through the Legislature, with enactment anticipated in early December 2025. Schedule 3 of Bill 68 proposes amendments to the Conservation Authorities Act to formally create the Ontario Provincial Conservation Agency, outlining its objects, governance structure, and funding model. For a smaller watershed authority like CCCA, these proposed changes represent substantial structural and operational shifts, the impacts of which have not yet been fully articulated by the Province.

On November 7, 2025, the MECP posted Environmental Registry of Ontario (ERO) posting #025-1257, Proposed boundaries for the regional consolidation of Ontario’s Conservation Authorities, with a public commenting period running to December 22, 2025 “[Proposed boundaries for the regional consolidation of Ontario’s conservation authorities | Environmental Registry of Ontario](#)”. This proposal reduces Ontario’s 36 Conservation Authorities to seven large regional entities. As a watershed-based agency, CCCA’s jurisdiction is defined by ecological and hydrological boundaries rather than municipal borders. The proposed regional map places Catfish Creek into an extremely large regional authority where watershed conditions, community needs, development pressures, and local priorities differ substantially from those of neighbouring watersheds. The geographic scale of this proposed region surpasses what is practical for meaningful representation of Catfish Creek’s specific watershed characteristics.

The consolidation proposal carries potentially significant implications for municipalities, residents, and partner organizations within the Catfish Creek watershed. No evidence-based analysis has been provided by the Province to justify the transition to such large regional entities, nor has a detailed rationale been offered for establishing a separate provincial oversight agency to replace functions historically carried out by a Ministry. The dissolution of 36 Conservation Authorities—including Catfish Creek—and the creation of shared provincial systems for finance, HR, IT, and administration would create substantial costs and added layers of complexity. Instead of streamlining service delivery, this approach may fragment existing networks and delay local decision-making.

The absence of meaningful consultation is especially concerning. If the Province intends to proceed transparently, then all existing Conservation Authorities, including Catfish Creek—should be fully engaged before legislation advances to Second and Third readings. At present, consultation is limited to the boundary-setting ERO posting. This leaves numerous critical questions unanswered. These include the funding model for the proposed Ontario Provincial Conservation Agency; the governance model for the new regional CAs and whether Catfish Creek’s municipalities will have adequate local representation; the feasibility of merging diverse watershed policies into a “one-size-fits-all” framework; and the risks associated with centralizing programs that are currently tailored to local watershed conditions, needs, and funding capacities.

Significant human-resource and organizational concerns also remain unresolved, including how staff redeployment will occur across large geographic distances; how charitable foundations that support individual conservation authorities will be affected; how dissolution may impact foundations’ status under the Income Tax Act; and how locally owned assets—such as conservation areas, infrastructure, and other capital holdings—will be transferred or managed under a regional model. For Catfish Creek, which manages a unique suite of natural areas and infrastructure on behalf of its partner municipalities, these uncertainties pose real operational risks.

Under the proposed regional structure, Catfish Creek would join an amalgamated entity encompassing numerous municipalities—far too many for any one watershed to maintain meaningful influence. This stands in contrast to CCCA’s current governance model, which ensures strong local representation and accountability to its participating municipalities. The proposed system risks creating an unwieldy regional board disconnected from the day-to-day realities of the Catfish Creek watershed, and it may dilute the ability of local municipal councils and residents to shape watershed priorities.

As the Province advances its consolidation plan, Catfish Creek Conservation Authority encourages the government to commit to full and meaningful consultation with municipalities regarding both the funding of the new Agency and the establishment of new regional conservation authorities. CCCA emphasizes the need to preserve a strong local voice accountable to watershed residents; maintain local expertise capable of delivering programming rooted in local conditions; retain accessible local offices;

provide clarity regarding the future of charitable foundations; and transparently disclose the anticipated costs of amalgamation. These measures are essential to safeguarding the long-standing, community-based watershed management model that has served the Catfish Creek region effectively for decades.

Attached to this correspondence is a resolution passed by the CCCA Board of Directors at a meeting held November 27, 2025.

Sincerely,



Morgaine Griffin
Chairperson
Catfish Creek Conservation Authority



Dusty Underhill
General Manager/ Secretary Treasurer
Catfish Creek Conservation Authority

Attached: CCCA Recommendation Resolution

CC: The Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks
Rob Flack, MPP (Elgin, Middlesex, London); Ernie Hardeman MPP (Oxford);
Local Municipal Councils
Chief Todd Cornelius, Oneida Nation
Association of Municipalities of Ontario
Conservation Ontario
Conservation Authorities in Ontario
Local environmental groups and other stakeholders

Moved By: Paul Buchner

Seconded By: Arthur Oslach

WHEREAS the Ministry of the Environment, Conservation and Parks has posted Environmental Registry Notice No. 025-1257 (“Proposed Boundaries for the Regional Consolidation of Ontario’s Conservation Authorities”), proposing to reduce Ontario’s 36 conservation authorities to 7 regional entities as part of a broader restructuring that would create a new Ontario Provincial Conservation Agency to provide centralized oversight and direction under the *Conservation Authorities Act*; and

WHEREAS under this proposal, the Catfish Creek Conservation Authority (CCCA) would be merged into a new “Lake Erie Regional Conservation Authority” together with the:

- Lower Thames Valley CA
- St. Clair Region CA
- Upper Thames River CA
- Kettle Creek CA
- Essex Region CA
- Long Point Region CA
- Grand River CA

forming a single organization stretching from Windsor, Essex County and Pelee Island, through north of Waterloo region; and

WHEREAS the Board acknowledges and supports the Province’s goals of improved efficiency, consistency and fiscal prudence in conservation delivery, but finds that the proposed “Lake Erie Region” configuration would:

1. Create a geographically vast and administratively complex entity, joining northern, rural and fast-growing southern municipalities throughout the province with little shared watershed connection or economic alignment;
2. Dilute local accountability and municipal partnership, contrary to the principle that decisions are best made closest to the communities they affect;

3. Generate substantial transition costs, including human-resources integration, governance restructuring, IT migration and policy harmonization, that would divert resources from front-line service delivery and delay measurable outcomes, contrary to the Province's own business-planning principles of value for money, cost containment and service continuity; and,
4. Risk greater uncertainty and delay for builders, developers and farmers, as local permitting offices and staff familiar with site conditions are replaced by distant regional structures, making it harder for applicants to obtain timely local advice, resolve issues or expedite housing and infrastructure approvals that support the Province's "Get It Done" agenda; and

WHEREAS the CCCA has already undertaken significant modernization work aligned with provincial objectives, including:

- implementation of a digital permitting and inspection system that has reduced turnaround times;
- improvements in transparency and client communication;
- data and network systems, including security and redundancy
- numerous internal reviews to identify opportunities for cost savings and efficiencies
- conversion of redundant support and non-mandatory positions to front-line mandatory service positions
- demonstrating that meaningful modernization can occur within the current watershed-based governance framework; and

WHEREAS the Board further recognizes that the Catfish Creek Conservation Authority serves Southwestern Ontario communities facing vastly different climatic, hydrological and infrastructure realities, which would be ill-served by a larger overarching administrative structure extending over 300 kilometers to townships north of the Kitchener-Waterloo Guelph area;

THEREFORE BE IT RESOLVED THAT:

The Board of Directors does not support the proposed "Lake Erie Regional Conservation Authority" boundary configuration outlined in Environmental Registry Notice 025-1257; and

The Board instead endorses further provincial evaluation of a more focused specific model as a geographically coherent, cost-effective and locally accountable alternative

that advances the government's priorities of efficiency, red-tape reduction and timely housing delivery; and

The Board requests that the Ministry engage directly with affected municipalities and conservation authorities across Southwestern Ontario most specifically, the municipalities within the Catfish Creek administrative area before finalizing any consolidation boundaries or legislative amendments; and

That this resolution, with a letter from the Chair, be forwarded to the Environmental Registry of Ontario consultations and to:

the Minister of the Environment, Conservation and Parks and his Opposition critics;

- local Members of Provincial Parliament;
- local Municipal Councils
- the Association of Municipalities of Ontario and Conservation Ontario;
- local First Nations
- local environmental groups and other stakeholders, and
- all Conservation Authorities in Ontario

CARRIED

*Mission Statement: "To communicate and deliver resource management services and programs
In order to achieve social and ecological harmony for the watershed"*





**Ganaraska Region
Conservation Authority**

2216 County Road 28
Port Hope, ON L1A 3V8

Phone: 905-885-8173
Fax: 905-885-9824
www.grca.on.ca

MEMBER OF
CONSERVATION ONTARIO

November 28, 2025

**Proposed Regional Consolidation of Conservation Authorities, ERO Notice #025-1257
Ganaraska Region Conservation Authority Resolution GRCA 51/25**

On October 31, 2025, Minister Todd McCarthy, Minister of the Environment, Conservation and Parks (MECP), announced that the provincial government will introduce legislation to amend the *Conservation Authorities Act* to create a new provincial agency, the Ontario Provincial Conservation Agency (OPCA) under Bill 68. On November 27, 2025, Bill 68, *Plan to Protect Ontario Act* (Budget Measures), 2025 (No. 2) received Royal Assent.

Another key action announced at this time, by the Minister of the Environment, Conservation and Parks, together with the Chief Conservation Executive, is the proposal to consolidate the province's 36 conservation authorities into seven regional conservation authorities, while maintaining alignment with watershed boundaries. On Friday, November 7th, the MECP posted Environmental Registry Notice No. 025-1257 ("Proposed Boundaries for the Regional Consolidation of Ontario's Conservation Authorities"), the ERO posting remains open for public comment for a total of 45 days until December 22, 2025 at 11:59 p.m.

The proposed consolidation recommends Ganaraska Region Conservation Authority (GRCA) join with Central Lake Ontario, Kawartha Region, Otonabee Region, Lower Trent Region, Crowe Valley and Quinte Region Conservation Authorities forming the Eastern Lake Ontario Regional Conservation Authority (ELORCA). This regional conservation authority would include 48 municipalities across the proposed region. As well, the area covered by the ELORCA is 16 times the current jurisdiction of the GRCA and larger than the area covered by the island of Jamaica. The population included is more than the population of some Canadian Provinces.

At the November 27, 2025, Ganaraska Region Conservation Authority Board of Directors meeting, a staff report entitled "Bill 68, Schedule 3 Proposed Changes to the *Conservation Authorities Act* and Proposed Boundaries for Regional Consolidation of Ontario Conservation Authorities" which can be found at the following link, https://grca.on.ca/wp-content/uploads/2025/11/grca_ca-act-amendments-as-per-bill-68-update.pdf, was presented and the following resolution was received as written in the report:

GRCA 50/25**MOVED BY:** Joan Stover**SECONDED BY:** Miriam Mutton

WHEREAS the Ganaraska Region Conservation Authority Board of Directors acknowledges and supports the Province's goals of improved efficiency of watershed management, through the implementation of digital applications and permitting system, consistent policies, flood standards, fees, and technology; and

WHEREAS consistent policies, and resources across the existing conservation authority boundaries could be achieved without structural consolidation through direction and tools such as technical guidelines provided by the Ministry of the Environment, Conservation and Parks; or Conservation Ontario; and

WHEREAS conservation authorities are locally-based, grassroots organizations formed by municipal governments in response to the challenges posed by a changing landscape; especially, the increased exposure to flooding and erosion hazards and the resulting risks to lives and property. In the case of the GRCA, supported by its seven municipalities, this vision has proven a successful model for nearly 80 years; and

WHEREAS the GRCA, with the guidance and support of our seven member municipalities, demonstrates fiscal prudence in conservation delivery, ensuring stable growth through stable funding. GRCA has successfully leveraged funding to support programs and services that are locally important and are driven by community engagement through *GRCA's Conservation Land Strategy* and the *Watershed Based Resource Management Strategy*; and

WHEREAS GRCA consistently meets or exceeds provincial service standards, and participates in staff-sharing initiatives with neighbouring conservation authorities that already deliver many of the efficiencies the Province seeks; and

WHEREAS plans to regionalize conservation authorities through consolidation would dilute local accountability and municipal partnership and is contrary to the basic principle that decisions are best made closest to the communities they affect. Effective representation by municipal partners remains core to the success of conservation authorities. The GRCA, while not unique among conservation authorities in this respect, is effective in working with our community to support sustainable development, and keeping communities safe; and

WHEREAS being front-line means being responsive and accountable to the community by delivering the services that are essential and valued to the best interest of the community. The front line of provincial priorities on housing, the economy, infrastructure, and climate resilience are in the decisions between municipalities working together to address issues around floodplain (and hazard) protection and resilient upland and landscape management. Further, staff and Board are responsive and accountable to the

needs of the watershed community, while meeting or exceeding provincial service standards. The staff and Board are reachable through publicly available contact information. Local governance and direction combined with local service provision allows the GRCA to continue to be responsive to our community; and

WHEREAS consolidation will result in substantial transition costs, not the least of which is time. In all facets, that would divert resources from front-line service delivery and delay desired outcomes. Further, the loss of local watershed knowledge and community relationships will add greater uncertainty, loss of trust, and delay for our watershed residents. This includes the agricultural community, businesses, builders, developers, and our municipal partners that seek timely and effective local advice, which is provided through local pre-consultation; and

WHEREAS a proposed regional watershed would create a geographically vast and administratively complex organization when joining the seven conservation authorities as proposed in eastern Lake Ontario. This would be considerably worse if local offices do not remain available and accountable to its membership, partners and the communities they serve.

THEREFORE BE IT RESOLVED:

THAT the Ganaraska Region Conservation Authority Board of Directors does not support the proposed "Eastern Lake Ontario Regional Conservation Authority" boundary configuration as outlined in Environmental Registry Notice 025-1257; and

FURTHER THAT meaningful modernization can occur within the current watershed-based governance framework; and

FURTHER THAT the GRCA Board endorses further provincial evaluation of a more focused specific model as a geographically coherent, cost-effective and locally accountable alternative that advances the government's priorities of efficiency, red-tape reduction and timely home construction; and

FURTHER THAT the Board asks that the Ministry of the Environment, Conservation and Parks engage directly with affected municipalities and conservation authorities across Eastern Lake Ontario through a working group; and

FURTHER THAT the Board of Directors direct staff to make a submission to the Environmental Registry of Ontario consultations asking the Province to pause any consolidation until more consultation can take place; and

FURTHER THAT a letter from the Chair containing this resolution, be forwarded to:

- the Minister of the Environment, Conservation and Parks and his Opposition critics; and
- the Ministry of the Environment, Conservation and Parks (CA Office); and
- Ontario's Chief Conservation Executive, Hassaan Basit; and

November 28, 2025
Resolution GRCA 50/25

Page 4

- Local Member of Provincial Parliament David Piccini, Northumberland – Peterborough South and
- All local watershed municipalities, all municipalities in Ontario, and Counties within GRCA's watershed.

CARRIED UNANIMOUSLY.

The GRCA encourages all partners to review the posting at the following link:
<https://ero.ontario.ca/notice/025-1257>, and submit comments prior to the closing date of December 22, 2025.

For further information, please contact the undersigned at info@grca.on.ca

Yours sincerely,



Vicki Mink
Chair, Ganaraska Region Conservation Authority

CC:

- the Minister of the Environment, Conservation and Parks and his Opposition critics; and
- the Ministry of the Environment, Conservation and Parks (CA Office); and
- Ontario's Chief Conservation Executive, Hassaan Basit; and
- Local Member of Provincial Parliament David Piccini, Northumberland – Peterborough South and
- All local watershed municipalities, all municipalities in Ontario, and Counties within GRCA's watershed.



November 26, 2025

Re: Bill 68 - Proposed New Ontario Provincial Conservation Agency and ERO #025-1257

Adelaide Metcalfe

Bluelwater

Central Huron

Huron East

Lambton Shores

Lucan Biddulph

Middlesex Centre

North Middlesex

Perth South

South Huron

Warwick

West Perth

On October 31, 2025, the Ministry of the Environment, Conservation and Parks (MECP) circulated a media release “Ontario Creating New Conservation Authority Agency to Improve Service Delivery and Protect Communities”.

On November 6, 2025, Bill 68, Plan to Protect Ontario Act (Budget Measures), 2025 (No. 2) introduced changes to the Conservation Authorities Act enabling the creation of the Ontario Provincial Conservation Agency (OPCA). As proposed, the OPCA will be tasked with the streamlining and standardization of more consistent service delivery by setting provincewide standards and supporting those standards through improved tools, platforms and resources. The OPCA would be further tasked with overseeing the consolidation of the 36 Conservation Authorities (CAs), into 7 Regional Conservation Authorities.

On Friday, November 7th, the MECP posted Environmental Registry Notice No. 025-1257 (“Proposed Boundaries for the Regional Consolidation of Ontario’s Conservation Authorities”), the ERO posting remains open for public comment for a total of 45 days until December 22, 2025 at 11:59 p.m.

Under this proposal, the Ausable Bayfield Conservation Authority (ABCA) would be merged into a new proposed “Huron-Superior Regional Conservation Authority” together with the Maitland Valley CA, Saugeen Valley CA, Grey Sauble CA, Nottawasaga Valley CA, Lake Simcoe Region CA and the Lakehead Region CA (Thunder Bay), which will include 80 municipalities across the proposed region.

The ABCA (formerly the Ausable River Conservation Authority) was the first CA created almost 80 years ago by local municipalities, to provide local management of water, soils and natural environments within its rural watershed.

Watershed-based management, which is the founding principal of CA boundaries, is recognized internationally as the most effective means of balancing environmental, economic, and societal needs across the landscape. The watershed model is most

effective when implemented at a scale that is reflective of the local landscape and economic drivers. Watershed management, supported by strong local governance, breaks down boundaries, and provides a framework to work collaboratively to meet the needs of the community, and the environment. This framework, and strong local governance and support has led to 80 years of effective, and efficient watershed management.

The ABCA recognizes and supports the province's desired outcome of improved consistency and modernized digital permitting processes, aligned with its goals and objectives for cutting red tape and getting more homes built faster, and safely. However, as an alternative to the proposed large-scale regional consolidation, the ABCA encourages the Province to achieve their goals and objectives by building on the proven strengths and relationships of local CAs and its umbrella organization, Conservation Ontario.

The current framework provides the opportunity to share resources, improve consistency and modernization across the province, without the potential costs associated with amalgamating the 36 CAs into 7 regions. The ABCA encourages a more geographically coherent, cost-effective and locally accountable alternative through engagement with directly affected municipalities and CAs across Southwestern Ontario before finalizing any consolidation boundaries.

Further, any modernization of CAs through tools and consolidation should be supported with Provincial funding. In recent years, the average annual funding from the Province to ABCA's annual operations amounts to 1% of our total budget. Member municipalities fund approximately 30% of ABCA's budget. The remainder of our budget is funded primarily through partnerships and self generated revenue.

The ABCA Board of Directors, consisting of 9 Members who represent 12 municipalities, have unanimously expressed concern regarding effective local representation if CAs are amalgamated into larger regions. Under the current framework, our member municipalities have direct input into our local programs and services. The programs are delivered efficiently and effectively by knowledgeable staff in partnership with the community to meet our local environmental, economical and societal needs.

There is a significant amount of uncertainty with this proposal. To date, very few details regarding planned governance structure, local input, representation, budgeting, and CA assets have been shared. The ABCA is one of many CAs that has a supporting, charitable foundation, and clarity is needed around the future relationships with their partner CAs.

The ABCA Board of Directors encourages the MECP undertake a fulsome consultation process with both CAs, as well as municipalities before any decisions and changes are made as a result of the Province's proposal.

November 26, 2025

Page 3 of 6

Attached is a resolution passed by the ABCA Board of Directors at their meeting held on November 20, 2025. The ABCA also encourages all partners to review the posting [ERO #025-1257 Proposed boundaries for the regional consolidation of Ontario's Conservation Authorities](#), and submit comments well in advance of the closing date of December 22, 2025.

For further information, please contact me by email through our office at info@abca.ca.

Sincerely,
AUSABLE BAYFIELD CONSERVATION AUTHORITY



Ray Chartrand
Chair

Encl.: ABCA Board Resolution #BD 80/25, November 20, 2025

Cc: The Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks
The Conservation Authorities Office, Ministry of the Environment, Conservation and Parks
Hassan Bassit, Ontario's Chief Conservation Executive
Local Members of Provincial Parliament: The Honourable Lisa Thompson, Huron-Bruce, Minister of Rural Affairs; Steve Pinsonneault, Lambton-Kent-Middlesex; Matthew Rae, Perth-Wellington
Local Members of Parliament: Ben Lobb, Huron-Bruce; Lianne Rood, Middlesex-London; John Nater, Perth-Wellington
Local Municipalities and Counties
The Association of Municipalities of Ontario, and the Rural Ontario Municipal Association
The Ausable Bayfield Conservation Foundation
Conservation Ontario and All Conservation Authorities in Ontario

AUSABLE BAYFIELD CONSERVATION AUTHORITY**RESOLUTION #BD 80/25, November 20, 2025****Moved by Wayne Shipley****Seconded by David Jewitt**

WHEREAS the Ausable Bayfield Conservation Authority (ABCA) Board of Directors acknowledges and supports the Province's goals of improved efficiency of watershed management, through the implementation of digital applications and permitting system, consistent policies, flood standards, fees, and technology; and

WHEREAS consistent policies, and resources across the existing Conservation Authorities boundaries could be achieved through direction and tools such as technical guidelines provided by the Ministry of the Environment, Conservation and Parks; or Conservation Ontario; and

WHEREAS Conservation Authorities are locally based, grassroots organizations formed by municipal governments in response to the challenges posed by a changing landscape; especially, the increased exposure to flooding and erosion hazards and the resulting risks to lives and property. In the case of ABCA, this vision has proved a successful model for 80 years; and

WHEREAS the ABCA, with the guidance and support of our 12 Member Municipalities, demonstrates fiscal prudence in conservation delivery, ensuring stable growth through stable funding. ABCA has successfully leveraged funding to support programs and services that are locally important and are driven by community engagement through ABCA's Conservation Strategy and the Watershed Based Resource Management Strategy; and

WHEREAS Conservation Authorities across the Province operate efficiently by working in close partnership with approximately eight Member Municipalities for every one conservation authority. This structure enables resources to be directed toward on-the-ground initiatives that advance our mandate while addressing local community needs, achieving an effective balance in scale, management and service delivery; and

WHEREAS plans to regionalize conservation authorities through consolidation would dilute local accountability and municipal partnership and is contrary to the basic principle that decisions are best made closest to the communities they affect. Effective representation by municipal partners remains core to the success of conservation authorities. The ABCA, while not unique among conservation authorities in this respect, is effective in working with our community to support sustainable development, and keeping communities safe; and

WHEREAS being front-line means being responsive and accountable to the community by delivering the services that are essential and valued to the best interest of the community. The

front line of provincial priorities on housing, the economy, infrastructure, and climate resilience are in the decisions between municipalities working together to address issues around floodplain (and hazard) protection and resilient upland and landscape management. Further, ABCA staff and Board Members are responsive and accountable to the needs of the watershed community, while meeting or exceeding provincial service standards, and are reachable through publicly available contact information. Local governance and direction combined with local service provision allows ABCA to continue to be responsive to our community; and

WHEREAS consolidation will result in substantial transition costs, not the least of which is time. In all facets, that would divert resources from front-line service delivery and delay desired outcomes. Further, the loss of local watershed knowledge and community relationships will add greater uncertainty, loss of trust, and delay for our watershed residents. This includes the agricultural community, businesses, builders, developers, and our municipal partners that seek timely and effective local advice, which is provided through local pre-consultation; and

WHEREAS a proposed regional watershed would create a geographically vast and administratively complex organization when joining northern municipalities with those that are rural, such as ABCA, where agriculture is the main economic driver. The differences are distinguishable between the Lake Superior and Georgian Bay watersheds to those in Southwestern Ontario on the shores of Lake Huron. The ABCA serves Southwestern Ontario agricultural communities facing vastly different geographies, climate, and infrastructure realities which would be ill-served by a broad regional administrative structure. This would be considerably worse if local offices do not remain available and accountable to its membership, partners and the communities they serve.

THEREFORE, BE IT RESOLVED:

THAT the Ausable Bayfield Conservation Authority Board of Directors does not support the proposed “Huron-Superior Regional Conservation Authority” boundary configuration as outlined in Environmental Registry Notice 025-1257; and

FURTHER THAT meaningful modernization can occur within the current watershed-based governance framework; and

FURTHER THAT the ABCA Board endorses further provincial evaluation of a more focused specific model as a geographically coherent, cost-effective and locally accountable alternative that advances the government’s priorities of efficiency, red-tape reduction and timely home construction; and

FURTHER THAT the Board asks that the Ministry of the Environment, Conservation and Parks engage directly with affected municipalities and conservation authorities across Southwestern Ontario through a working group before finalizing any consolidation boundaries or legislative amendments; and

FURTHER THAT a forthcoming ERO response at the approval of the ABCA Board be forwarded to the Environmental Registry of Ontario consultations; and

FURTHER THAT a letter from the Chair containing this resolution, and ERO response, be forwarded to:

- the Minister of the Environment, Conservation and Parks and his Opposition critics,
- the Ministry of the Environment, Conservation and Parks (CA Office),
- Ontario's Chief Conservation Executive,
- local Members of Provincial Parliament,
- local Members of Parliament,
- Local Municipalities and Counties,
- The Association of Municipalities of Ontario, and the Rural Ontario Municipal Association,
- Ausable Bayfield Conservation Foundation, and
- Conservation Ontario and all Conservation Authorities in Ontario.

Carried.

Draft ERO Submission: CVC Response to Posting #025-1257**Proposed Boundaries for the Regional Consolidation of Ontario's Conservation Authorities**

Credit Valley Conservation (CVC) appreciates the opportunity to comment on Ontario's proposal to consolidate 36 Conservation Authorities (CAs) into seven Regional Conservation Authorities (RCAs). This submission provides evidence-based feedback intended to support sound policy development, protect public interest, and ensure effective watershed management.

CVC does **not support** consolidation as proposed. While consolidation may improve equity and service delivery in some regions, the proposed boundaries introduce significant governance, financial, operational, and service-delivery risks for high-capacity conservation authorities like CVC that are effectively supporting safe, sustainable growth.

Before proceeding with consolidation, the Province is encouraged to fully evaluate whether modernization goals could be achieved through enhanced provincial coordination, standardized approaches, and digital integration delivered through the new Ontario Provincial Conservation Agency (OPCA)—without restructuring the existing CA network.

1. Key Factors for a Successful Transition and Outcome
a. Preserve Local Municipal Governance and Decision-Making

The proposed Western Lake Ontario RCA (WLORCA) would encompass 27 local municipalities and nearly 3 million residents. This scale risks diluting local municipal representation, particularly for smaller and rural communities.

CVC currently receives significant benefit-based apportionment from Peel Region; under consolidation, Peel's influence—and its ability to ensure alignment with local priorities—would be substantially reduced. This represents a major financial and service risk.

Bill 68 grants the OPCA broad directive-making authority across governance, strategy, budget, and operations. Without safeguards, these directives could supersede municipal oversight and centralize decision-making.

b. Provide Dedicated Provincial Funding for the Transition and OPCA

Merging four large, municipally governed corporations without funding is unprecedented. Costs will be substantial, including:

- IT and data system integration
- HR and union harmonization
- Fee and policy alignment
- Corporate service model consolidation

SCHEDULE 'A', APPENDIX 1**PAGE 2****2025-11-28**

- Rebranding, signage, and legal transitions
- Asset and liability assessment

Expecting municipalities to fund these costs while simultaneously reducing their influence is untenable. CVC's Board underscores the need for full provincial funding, transparent cost estimates, and clarity on OPCA funding and representation.

c. Preserve CA Land Ownership and Public Greenspace

Messages from MECP have indicated that land title would reside with the proposed RCA and not the province. Municipalities rely on CAs to secure and manage greenspace. Transferring ownership from current CA's to the new RCA's risks legal complexity, reduced access, and long-term impacts on ecological integrity and community use.

d. Harmonize RCA, Municipal, and Source Protection Boundaries

The proposed boundaries fragment several municipalities within CVC's jurisdiction and do not align with the CTC Source Protection Region. Boundary inconsistencies will complicate planning, permitting, emergency management, and municipal collaboration.

e. Protect and Leverage High-Performing CAs

CVC is a high-performing CA that delivers:

- 99% compliance with permit timelines
- An average permit decision time of 11 days
- Modern digital permitting, robust hazard mapping, and strong technical guidelines
- Transparent budgeting and governance
- Effective municipal partnerships

Consolidation risks weakening well-functioning systems through administrative complexity and diluted oversight. Instead, high-performing CA's like CVC can be leveraged as models for best practices, sharing expertise, systems, and processes across the province to improve efficiency and consistency without compromising their local effectiveness.

f. Align with Other Provincial Reforms

The proposal intersects with Bill 68 (OPCA creation), Bill 60 (Peel water/wastewater restructuring), and Source Protection boundaries. Integrated planning across these reforms is critical to avoid regulatory gaps.

2. Potential Opportunities or Benefits

Opportunities may be possible, but they must be viewed realistically and supported by evidence to ensure the benefits outweigh the risks and costs associated with amalgamation.

a. Potential for Greater Technical Consistency

SCHEDULE 'A', APPENDIX 1**PAGE 3****2025-11-28**

Consistency in certain hazard standards or shoreline management could benefit smaller CAs. CVC already meets or exceeds provincial expectations for hazard mapping, permitting, and watershed science.

b. Shared Technical Capacity

CVC's strong technical programs may support other regions if resources and governance enable effective collaboration.

c. Digital Modernization and Common Systems

Integrated GIS, monitoring, and performance systems are valuable goals. These could be achieved without amalgamation. Benefits depend entirely on provincial investment and retention of high-performing systems such as CVOne - CVC's digital platform that allows residents, municipalities, and partners to apply for permits, access watershed data, and view hazard maps online, improving efficiency, transparency, and service delivery.

d. Potential Back-Office Efficiencies (Long Term)

Some efficiencies may emerge over time; however, consolidating four distinct corporate service models will take years, require substantial funding and planning, and many of these efficiencies could likely be achieved more quickly and effectively through OPCA oversight rather than full regional consolidation.

e. Opportunity to Expand CA Jurisdiction Province-Wide

The proposal does not extend CA jurisdiction to currently unserved areas, representing a missed opportunity.

3. Governance Structure Considerations
a. Create a Governance Model That Is Functional and Fair

Applying current legislative population formulas would produce a WLORCA Board exceeding 60 members, which is unmanageable and ineffective. A workable Board should be:

- Under 30 members
- Reflective of population, levy contribution, land base, watershed complexity, and service demand
- Structured to preserve meaningful local influence

b. Maintain Municipal Appointment Authority

Appointments must remain municipal to ensure transparency, accountability, and local alignment.

c. Clarify OPCA's Authority and Limits

The governance model must clearly define:

- Decisions reserved for the RCA Board
- The scope and limits of OPCA directives
- How oversight, appeals, and land decisions will function

Board members expressed strong concern about centralization of authority at the provincial level.

4. Maintaining a Transparent and Consultative Budgeting Process

a. Require Full Disclosure of Assets, Liabilities, and Capital Obligations

The four participating CAs differ significantly in landholdings, infrastructure, and capital backlogs. Transparent asset transfer and financial due diligence are essential.

b. Ensure Tax Fairness Through Apportionment

Given high property values in CVC's watershed, municipalities risk subsidizing other areas without a clear and equitable apportionment model.

c. Fully Fund the Transition Provincially

Costs for integration—IT, HR, capital, data, governance, and branding—are extensive and must not fall to municipalities.

d. Engage Municipalities in Budget Development

Budgeting must be transparent, co-developed, and grounded in clear service-level commitments. Variations in land type, fee structures, property assessment, and asset conditions must all be accounted for.

5. Maintaining and Strengthening Local Relationships

a. Retain Local Presence

Local offices and staff are essential for timely permitting, program delivery, operations, community engagement, and effective stewardship.

b. Protect Local Programs

Locally delivered conservation authority programs such as Sustainable Neighbourhood Action Plan (SNAP), tree planting, education, and trail stewardship are rooted in community identity. They must be preserved.

c. Ensure Continuity of Emergency and Hazard Services

Flood forecasting and monitoring systems are critical public safety functions that must not be disrupted. Phased implementation and performance monitoring are essential.

d. Preserve Community Access to Greenspace

Many municipalities rely on CA lands for recreation because local acquisition is cost prohibitive. Any centralization or asset disposition would jeopardize public benefit, as decisions made at a regional or provincial level may not reflect local community needs or priorities.

e. Maintain Trust Through Engagement

Strong communication, responsive service, and meaningful municipal oversight are essential to maintaining public confidence. Conservation authorities like CVC have over 70 years of community history and identity, and public trust and association must be maintained.

Conclusion

CVC supports modernization, consistency, and improved capacity across Ontario's conservation sector. However, consolidation as proposed carries significant risks that outweigh potential benefits without:

- Strong provincial funding
- Clear governance and municipal representation
- Preservation of local decision-making
- Protection of CA lands
- Alignment with other provincial reforms
- Respect for the performance and capacity of existing high-functioning CAs


CVC encourages the province to fully assess governance, financial, operational, and land-related implications and to evaluate whether modernization goals can be met through the OPCA and enhanced coordination rather than regional consolidation.

Agenda Item #10.

Lower Trent Conservation
Payments LOG - NOVEMBER 2025

CHEQUE # / EFT #	PAYEE	DETAILS	AMOUNT
	Staff Payroll	Nov/25 Payroll Period #23 and #24	124,254.69
EFT 80440410	CIBC VISA	Nov/25 Payment	4,562.24
EFT 80440644	Nesda Technologies Ltd	Monthly IT services, project and tickets fees	2,577.47
EFT 80440569	OMERS	Nov/25 Pension Contributions	35,230.30
EFT 80440491	Workplace Safety Insurance Board (WSIB)	Nov/25 WSIB Premium	5,960.49
EFT 80440469	Sun Life Assurance Company of Canada	Dec/25 Group Benefits Premium	9,993.09
EFT 80440672	Staff	Staff Expenses - Reimbursed	22.75
17375	Massimo Narini	Staff expenses - clothing - reimbursed	132.97
17376	Scott Robertson	Staff expenses - training - reimbursed	258.61
17377	Alex Ferguson	Building maintenance - admin building	293.80
17378	Mahoney Sand and Gravel Ltd.	Property maintenance - GL, Seymour CAs	260.06
17379	Caduceon Enterprises Inc.	Water analysis lab costs	305.10
17380	City of Quinte West	Utilities - water/sewer - workshop	79.94
17381	Obsentia	Vehicle maintenance	659.50
17382	Snap360 Ltd.	BQRAP website domain renewal	37.23
17383	Brighton Springs	Drinking water for admin building	58.50
17384	Alex Wannamaker	BQRAP - Rural Stewardship - cover crops	2,500.00
17385	Eric Smith	BQRAP - Rural Stewardship - cover crops	1,500.00
17386	John Thompson	BQRAP - Rural Stewardship - cover crops	2,500.00
17387	Trenton Home Hardware Building Centre	Lands, properties maintenance supplies	251.25
17388	Flynn Forestry Inc.	Hazard tree removal - Trenton Greenbelt	1,356.00
17389	OT Group - DCB Business Systems Group Inc	Monthly photocopier usage service fees	228.10
17390	Environmental 360 Solutions (Ontario) Ltd.	Waste services - conservation lands	204.01
17391	Telizon Inc	Telephone lines	570.15
17392	Staples Commercial	Stationery supplies	234.62
17393	Scott Robertson	Staff Expense - enforcement - reimbursed	16.49
17394	Quinte Septic Tank	Septic tank cleaning - GL, Seymor, Sager CAs	932.25
17395	Hydro One Networks Inc.	Utilities - electricity - Admin building, workshop	752.94
17396	CDW Canada Corp.	Equipment - powerbars	80.38
17397	Caduceon Enterprises Inc.	Water analysis lab costs	1,496.92
17398	Ben Treverton	BQRAP - Rural stewardship program - cover crops	900.00
17399	VOIDED	Misprinted therefore voided	-
Total of Payments			<u><u>198,209.85</u></u>

Agenda Item #11a.

<p style="text-align: center;">Summary of Permits Approved by Staff <i>Part VI of the Conservation Authorities Act and Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits</i> Prepared by: Gage Comeau, Manager, Watershed Management, Planning and Regulations For Period: October 31, 2025 to November 28, 2025</p>								
								
Permit #	Municipality	Ward	Geographic Township	Concession	Lot	Street Address	Regulated Area	Permitted Activity
P-22-047 (Board Approved)	Quinte West	Murray	Murray	A	8	Hillside Meadows North - County Road 2	Field verified wetlands; York Creek; York Creek floodplain	To undergo the realignment of York Creek, construct a watercourse crossing, fill in the flood hazard on the property and to redelineate the flood
P-22-048 (Board Approved)	Quinte West	Murray	Murray	A	8	Hillside Meadows North - County Road 2	Field verified wetlands; York Creek; York Creek floodplain	To undergo the realignment of York Creek, construct a watercourse crossing, fill in the flood hazard on the property and to redelineate the flood
P-22-049 (Board Approved)	Quinte West	Murray	Murray	A	8	Hillside Meadows North - County Road 2	Field verified wetlands; York Creek; York Creek floodplain	To undergo the realignment of York Creek, construct a watercourse crossing, fill in the flood hazard on the property and to redelineate the flood
P-25-146	Brighton	Brighton Town	Murray	B	33-34	Prince Edward Street	Arena Creek; Arena Creek floodplain; Unevaluated wetland (allowance)	To conduct vegetation removal for the construction of a new Mechanical Wastewater Treatment Plant and installation of the associated servicing north of the existing facultative lagoon
P-25-205 (minor)	Trent Hills	Seymour	Seymour	2	4	90 Goucher Road	Percy Creek valleylands (allowance)	To construct a 10m2 covered porch addition
P-25-206	Quinte West	Sidney	Sidney	8	25-26	30B Neighbourly Road	Oak Lake flood hazard; Unevaluated wetland (allowance)	To construct a above ground pool and 10' by 24' deck
P-25-207 (minor)	Quinte West	Trenton	Murray	1	3	71 A Water Street	Mayhew Creek valley lands (allowance); Mayhew Creek floodplain	To construct a 12' by 24' soft-sided shed
P-25-208	Trent Hills	Seymour	Seymour	12	10	21 Nappan Island Road	Trent River floodplain (allowance)	To construct a single-family dwelling, entrance and septic system
P-25-209	Alnwick/Haldimand	Alnwick	Alnwick	7	21	124 Sunset Bay Road	Rice Lake flood hazard (allowance)	To undergo renovation and construction activities to enclose the existing open deck and storage area including the construction of a landscaped retaining wall
P-25-210	Trent Hills	Seymour	Murray	Gore	2-3	3064 First line Road East	Trent River floodplain; Wilson Island East PSW (allowance)	To undergo maintenance and enhancement of the existing driveway area
P-25-212	Quinte West	Murray	Murray	CPL	9	21832 Loyalist Parkway	Lake Ontario Tributary stream (allowance); Dead Creek Marsh PSW (allowance)	To construct a 20' by 40' recreational trailer storage building
P-25-213	Brighton	Brighton Township	Murray	C	33	19 Evergreen Lane	Lake Ontario Flood hazard; Presqu'île Bay Marsh PSW (allowance)	Replace existing (failed) septic system
P-25-214 (minor)	Trent Hills	Seymour	Seymour	13	9	Cedarshores Drive	Trent River floodplain (allowance)	To undergo minor earthworks and site clearing on the subject lands including the removal of dead trees and branches
P-25-215	Quinte West	Sidney	Sidney	9	2	404 Anderson Island Road	Trent River floodplain; Trent River floodplain (allowance)	To construct an approximately 71' by 70' addition to an existing dairy barn
P-25-216	Quinte West	Murray	Murray	CPL	9	21783 Loyalist Parkway	Unevaluated wetland (allowance)	Replace existing (failed) septic system
P-25-217	Centre Hastings	Huntingdon	Huntingdon	5	13	578 Carson Road	Unevaluated wetland (allowance)	Replace existing (failed) septic system
P-25-218	Quinte West	Trenton	Murray	2	1	6 Douglas Road	Glen Miller Creek floodplain; Glen Miller Creek floodplain (allowance)	To undergo the construction of a four storey Holiday Inn Express Hotel
P-25-219	Quinte West	Sidney	Sidney	8	4	172 Marsh Point Lane	Trent River floodplain; Wilson Island East PSW (allowance)	To construct a two-storey single-family dwelling and install a new septic system
P-25-220	Trent Hills	Seymour	Seymour	14	6	82 E Lucky Strike Road	Trent River floodplain	To conduct shoreline restoration works
P-25-222	Alnwick/Haldimand	Alnwick	Alnwick	1	2	7202 County Road 18	Rice Lake flood hazard	To conduct shoreline restoration and erosion protection works
P-25-223	Trent Hills	Percy	Percy	11	9	28 Lakeshore Drive	Trent River floodplain	To demolish the existing dwelling and construct a new single-family dwelling
P-25-226	Alnwick/Haldimand	Alnwick	Alnwick	1	2	1-7214 County Road 18	Rice Lake flood hazard	To conduct shoreline restoration and erosion protection works
P-25-227	Trent Hills	Percy	Percy	3	17	83 Main Street	Burnley Creek floodplain (allowance); Unevaluated wetland (allowance)	To demolish and reconstruct the existing dwelling
P-25-228	Quinte West	Sidney	Sidney	1	13	342 Whites Road	Unevaluated wetland (allowance)	Replace existing (failed) septic system
P-25-230 (compliance)	Brighton	Brighton Town	Murray	B	35	55 Prince Edward Street	Butler (Proctor) Creek tributary floodplain; Butler (Proctor) Creek tributary floodplain (allowance)	To undergo repairs and enhancement of the existing lawn areas due to the removal of an old large pool
P-25-231	Alnwick/Haldimand	Haldimand	Haldimand	5, 6	1-4	Unopen Road Allowance - Day/ Wolfram Road	Cold Creek Tributaries (allowance)	To undertake routine maintenance and enhancement of the existing trail system by filling in small holes and low areas
AMENDMENTS								
P-25-200	Trent Hills	Seymour	Seymour	14	5	358 Calnan Road	Trent River Floodplain	Original Permit issued to demolish and reconstruct the existing dwelling; amended to include the replacement of the existing septic system.

Agenda Item #11b.



LOWER TRENT
CONSERVATION

STAFF REPORT

Date: November 28, 2025
To: LTC Board of Directors
Re: Watershed Management, Planning and Regulations
 UPDATE
Prepared by: Gage Comeau, Manager, Watershed Management,
 Planning and Regulations

PROPOSED RESOLUTION:

THAT the Watershed Management, Planning and Regulations update be accepted as information.

BY THE NUMBERS:

Here are the numbers for new files and deliverables in 2025 and compared to similar numbers for previous years. Highlighted boxes indicate where 2025 file types have an equivalent number or more files to date than previous years.

Table 1. File review – New files and deliverables in 2025 versus previous years

	# Files for 2025 (as of Nov 28, 2025)	Dates for Similar Number for Previous Years (Total for Year)			
		2024	2023	2022	2021
Permits	235	Oct 24 (283)	Sep 8 (320)	Jul 25 (398)	Aug 17 (383)
Planning	185	Nov 6 (204)	Nov 8 (213)	Aug 3 (310)	Sep 2 (259)
Complaints	89	Nov 6 (96)	n/a (74)	n/a (66)	n/a (65)
Enforcement	38	Nov 28 (39)	Dec 8 (39)	Jul 26 (63)	Oct 14 (45)
Online Inquiries	1129	Sep 5 (1435)	n/a (1003)	n/a (738)	Dec 27 (1132)
Legal Requests	29	Jun 10 (49)	Sep 22 (58)	Oct 13 (36)	Aug 11 (48)
Clearance Letters	66	Sep 5 (102)	n/a (52)	n/a (25)	n/a
Site Visits	277	Nov 13 (304)	n/a (246)	Sep 13 (363)	Dec 14 (282)

Watershed Management

- Staff have just completed all of the wetland assessments on our wait list and the updated mapping products are almost complete. At this time, mapping should be completed over the next few days.
- Staff attended a wetland working group meeting to discuss consistent regulatory messaging and technical study requirements for section 28 permits.
- Monitoring staff are undertook inspections and maintenance of our stream and precipitation gauges to ensure they are fully functioning before the winter months are in full force.

Online Inquiries

Since the last reporting period, staff received and actioned **64** inquiry submissions and inquiries are continuing to be received at a steady pace as there appears to be a shift in the real estate market and interest in building projects. Complex inquiry files are still being received at a higher rate and these files require a greater amount of staff time to properly educate landowners and proponents due to the highly complex site conditions.

Agenda Item #11b.**Permitting & Regulations:**

- Planning and Regulations staff are still meeting with Parks Canada, Fisheries and Oceans Canada and Transport Canada regarding the future construction of the Trent River bridge in Campbellford. At this time, LTC is satisfied with the technical reports received and are waiting on confirmation from the agent that Parks Canada is satisfied, so that we may be able to issue the permit.
- Staff are making progress on the Board Approved permits that involved large wetland restoration projects (Hillside Meadows North, Permit no. P-22-047 to P-22-049, and Prince Edward Estates Phase, Permit no. P-21-049). Both wetland restoration activities have commenced and are on pace to be completed this year. With regards to Hillside Meadows North, the restoration works have now since been completed and staff have issued the remaining 3 permits for the watercourse alteration and wetland removal.
- Staff issued **26** permits since the previous reporting period with **1** permit amendments issued.
- Staff are currently reviewing and commenting on **24 open** 2025 permit files and **25** files from previous years (includes requested permit amendments and Hearing files that require conditions to be met).
- The number of Section 28 investigations (enforcement files) has seen a sharp increase in the latter half of this year. Currently, staff are managing **78** open enforcement matters and are continuing to work with landowners to pursue voluntary compliance. Since the last reporting **0** files were closed, but staff are working diligently to pursue compliance.

Planning:

- LTC Staff reviewed and commented on **42** Subdivision and Condominium Files in 2025 (new and ongoing). Since the last reporting period, LTC Staff reviewed and/or commented on **9** Subdivision and Condominium files. Many of these files are ongoing and staff expect to work on these continuously throughout the year.
- Since the last reporting period, LTC Staff reviewed and commented on **19** Planning Act Applications (Severances, Zoning By-law amendments, Official Plan amendments, Site Plan Control applications and/or Minor Variances). Additionally, we are reviewing several technical reports for pre-consultation files including but not limited to; **2** site plan and **3** Environmental Impact Studies. There are currently **7** technical reports in our queue for review.

Lastly, kind reminder to let your Municipal staff know that LTC is here to assist our Municipal partners where possible. LTC Staff can walk landowners through our permitting process, the planning process and other procedures/processes that may be applicable to their proposal or inquiries. LTC Staff are incredibly knowledgeable and we are here to help the residents of our Watershed.

RECOMMENDATION:

- Staff recommends to the Board of Directors that the Planning and Regulations Update be accepted as information.

Agenda Item #11c.



LOWER TRENT
CONSERVATION

STAFF REPORT

Date: November 28, 2025
To: LTC Board of Directors
Re: Flood Forecasting and Warning UPDATE
Prepared by: Gage Comeau, Manager, Watershed Management, Planning and Regulations

PROPOSED RESOLUTION:

THAT the Flood Forecasting and Warning Update be accepted as information.

BY THE NUMBERS:

Here are the number of flood communications issued and compared to the total number of statements issued in previous years.

Table 1. Number of flood communications issued by Staff.

Statements	Flood Communications Issued (as of December 28, 2025)	Total Number for Previous Years						
		2024	2023	2022	2021	2020	2019*	2018
Water Safety	2	5	4	2	2	3	8	2
Flood Outlook	3	2	8	4	4	5	5	5
Flood Watch	3	2	2	0	0	3	6	7
Flood Warning	4	0	2	0	0	0	13	0
Total (System)	12	9	15	6	6	11	32	14

*Lake Ontario water levels were highly elevated during 2019, which led to a high volume of flood warning statements and updates.

Summary of Current Conditions (since last report)

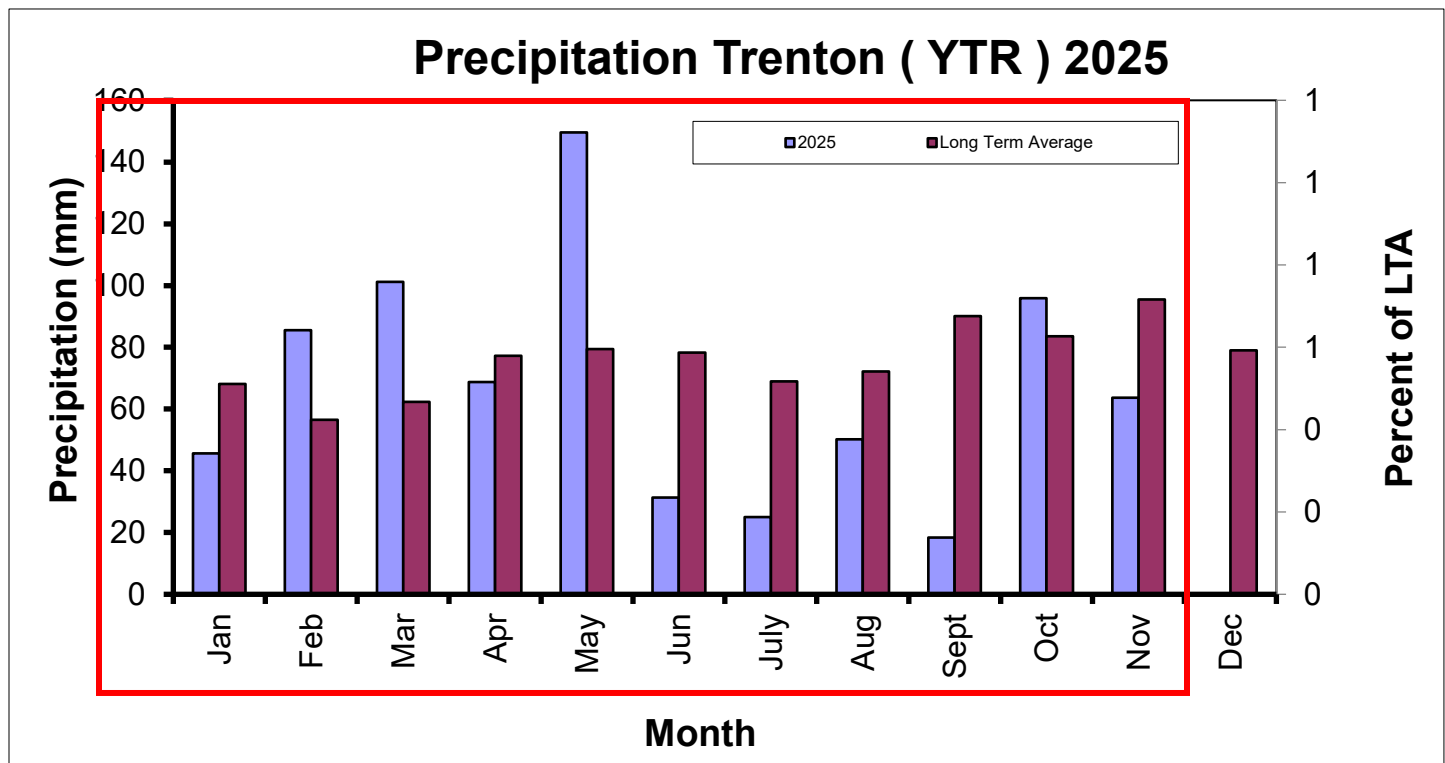
Over the last 4 months, the LTC watershed has experienced drought conditions similar to the 2016 drought. Due to the overall lack of precipitation in the watershed, a Level 3 Low Water condition was declared on October 10, 2025, when the 3-month precipitation was less than 40% of the 3-month long term average. The month of October delivered a large volume of precipitation (95.9 mm/ 115% of the long term average) that supported a mild recovery of the watershed condition. Following a review of the data and a meeting with the Low Water Response Team, it was decided that the conditions had improved enough to downgrade the status into a Level 2 Low Water condition (i.e., the 3-month average improved to above 60% compared to the 3-month long term average). A monthly comparison of the precipitation volumes observed in 2025 and the long-term averages can be seen on Table 2.

Staff are continuing to review the data to determine our status in relation to low water conditions, and although we have started to receive more consistent rainfall over the month of November, the long-term drought conditions experienced over the past few months indicate that we are still in a drought. Staff will be convening with the Low Water Response Team in the first week of December to discuss maintaining the Level 2 Low Water condition or downgrading to a Level 1 Low Water condition.

LTC staff will continue to review the weather and stream conditions and will report further if there appears to be any potential flood or worsened drought issues.

Agenda Item #11c.

Table 2. Observed Monthly Precipitation (mm) in 2025 compared to the monthly long-term average.

Local Creeks

The local creeks and streams are at the seasonal average for streamflow and water levels due to the consistent precipitation received over the past two months. Trout, Rawdon and Hoards Creek are still experiencing less than seasonal streamflow due to the extended drought conditions in the watershed. It is important to note that these creek systems are sensitive to drought conditions and rely on consistent precipitation to maintain streamflow and water levels. As the subwatersheds receive more precipitation, an improvement in streamflow and water levels are expected. Staff will continue to review the conditions and forecast updates to ensure the safety of our municipal stakeholders and the general public.

Trent River

The Trent River system is experiencing below-seasonal average flow and water levels due to drought conditions being experienced. Ongoing operations are expected through the Trent River system to ensure appropriate navigation in the system.

If there are any concerns or issues with the water levels on the Trent River system, owners are advised to contact Parks Canada-Trent Severn Waterway.

Lake Ontario

Lake Ontario Water levels are still below average for this time of year. Water levels have been fairly consistent over the past few weeks with minor variations recorded.

RECOMMENDATION:

Staff recommend that the Flood Forecasting and Warning Update be received as information.



Waterlogs - November 2025

Today, the Bay of Quinte is a healthy and vibrant ecosystem.
Now, we must focus on keeping it this way

SUMMER HEAT AND LOW WATER



Well, it was an interesting summer, 4 months of drought conditions, high temperatures and low water levels. There were inquiries about why there was more algae in the bay and could it be harmful? The simple answer, high temperatures and low water levels. The reality is water quality in the bay is a complex interplay of climate and environmental factors. The second part of the question, could it be harmful, Maybe.

Algae are an important component of a healthy ecosystem. They are a large group of diverse plant like organisms that use photosynthesis to produce their own food. Algae are the source of much of Earth's oxygen. However, when conditions are favourable populations can rapidly increase to form a matt or scum in the water (bloom). Blooms occur during the warmer weather of late summer or early fall. Sometimes, these blooms can have toxins

(cyanobacteria) present. Not all algal blooms have cyanobacteria present.

Cyanobacteria, commonly called **blue-green algae**, are primitive microscopic organisms that have inhabited the earth for over 2 billion years. They are bacteria but have features in common with algae. Their scientific name cyanobacteria comes from the Greek word blue. They occur naturally in a wide variety of environments including ponds, rivers, lakes and streams. Some strains of blue-green algae can produce toxins that are harmful to both humans and animals. Dense blue-green algae blooms may make the water look like bluish-green or green pea soup or turquoise paint; however, olive-green and red blooms have been reported. Take a cautious approach with blue-green algae blooms, although many varieties are harmless, some can produce toxins. Only laboratory analysis can determine whether or not a bloom is toxic.

If you suspect a blue-green algal bloom:

- assume toxins are present
- avoid using, drinking, bathing or swimming in the water (check with your local health unit for swimming advisories)
- restrict pet and livestock access to the water

If you suspect a blue green algae bloom, you need to report it to the, Ministry of the Environment Conservation and Parks Spills Action Centre at 1-800-268-6060

Each year, the bay's water quality is influenced by a number of intermixed factors, like temperature, nutrient levels, flow patterns, etc. As with any complex system there is going to be year-to-year variability.

The goal of **Phosphorus Management Plan** is to reduce the risk of harmful algal blooms while maintaining a sustainable fishery.

www.bqrap.ca

In partnership locally with Lower Trent Conservation and Quinte Conservation

CHRISTMAS BIRD COUNT



Started in 1900, the **Christmas Bird Count** (CBC) is North America's longest-running Citizen Science project. People in more than 2000 locations throughout the Western Hemisphere participate in the CBC each year.

The information collected by thousands of CBC volunteer participants forms one of the world's largest sets of wildlife survey data. The results are used by conservation biologists, environmental planners, and naturalists to assess the population trends and distribution of birds.

The CBC in each Count Circle is planned on a day between December 14 and January 5. Effort for each circle is organized by a Compiler, who is a fellow volunteer (or team of volunteers) at the local level, often supported by a birding club or naturalist organization.

PROJECT FEEDERWATCH



Project FeederWatch is a joint research and education project of Birds Canada and the Cornell Lab of Ornithology that depends on volunteers like you to help us all learn more about bird populations.

Everyone is welcome. You don't need to be an expert birder. You also don't need to make a huge time commitment – you decide how much time you spend.

Your observations of birds out your window can really help the conservation of Canada's birds. You don't have to have a feeder. The plants, water and other features around our homes provide important habitats for birds year-round. To help birds, we need to understand how these habitats and the birds using them are changing over time. Your counts of winter yard birds tell us which species are doing well and which ones need our conservation attention.

Sign up for the season, starting November 1 through April 30.

Make a donation to get started then, you will have access to the Project FeederWatch data entry page and all of the important information you need to turn your bird watching hobby into scientific discoveries!



Adopt an Acre from Quinte Conservation

This year, the Adopt An Acre 2025 campaign will support the expansion of the pollinator meadow at South Potter's Creek Conservation Area.

Adoption Cost

Every Adopt An Acre donation comes with a certificate and tax receipt.

1 acre = \$30 (includes certificate and tax receipt)

2 acres = \$60 (includes certificate, exclusive QC plush forest animal, and tax receipt)

4 acres = \$120 (includes certificate, limited edition 10oz Yeti, and tax receipt)

Did you know you can Adopt an Acre in honour/memory of a loved one? Just make sure to add the name(s) you want displayed on the certificate.

The campaign runs until December 22.

To participate in Adopt An Acre,

Visit - [Online](#)

Call - 613-968-3434 ext. 123 or

Stop by - Quinte Conservation's Main Office at 2061 Old Hwy 2 in Belleville.

All adoptions requiring shipping must be placed by December 15.

GIVE A LITTLE, PRESERVE A LOT

This season, give back to the environment and make a lasting impact.

By donating to Lower Trent Conservation, you're helping to preserve and enhance our conservation lands, support environmental education, and protect natural resources for future generations.



www.LTC.on.ca

Agenda Item #13



LOWER TRENT
CONSERVATION

STAFF REPORT

Date: November 28, 2025
To: Board of Directors
Re: Proposed Update to O. Reg 41/24 Policy Document
Prepared by: Gage Comeau, Manager, Watershed Management, Planning and Regulations

PROPOSED RESOLUTION:

THAT the proposed revisions and updates to the LTC Ontario Regulation 41/24 Policy, and the new Hearing Guidelines - Appendix F and Administrative Review – Appendix M documents presented at the Board meeting November 13, 2025, be approved and adopted pending no major changes required following the 30-day Public Consultation period ending December 19, 2025.

BACKGROUND:

Lower Trent Conservation Board of Directors approved the LTC Regulation Policy Document through Resolution G67/16 on June 13, 2024. Through our annual review and day-to-day use of the policy document, staff identified policy areas where additional detail was required, and general improvements could be made that would provide staff the necessary flexibility for the administration of Ontario Regulation 41/24 and Section 28 of the *Conservation Authorities Act*. The changes to the appendices reflect the changes in the Act and provide clarity for the Hearing and Administrative review processes.

Staff brought forward the updated policies and appendices to the Board on November 13, 2025, and the Board approved the motion pending a 30-day Public Consultation period. I can advise that the updated policies and appendices have been posted to our website for Public Consultation, and they will be posted until December 19, 2025 for public comment.

In order to ensure a timely transition from the existing policies to the updated policies, staff are requesting that the Board approve and adopt the policies pending no major changes or revisions noted during the Public Consultation period.

RECOMMENDATION:

Staff recommends to the Board of Directors THAT the proposed revisions and updates to the LTC Ontario Regulation 41/24 Policy, and the new Hearing Guidelines - Appendix F and Administrative Review – Appendix M documents presented at the Board meeting November 13, 2025, be approved and adopted pending no major changes required following the 30-day Public Consultation period ending December 19, 2025.

Agenda Item #14



LOWER TRENT
CONSERVATION

STAFF REPORT

Date: December 3, 2025
To: Board of Directors
Re: ERO Posting 025-1257 - Proposed boundaries for the regional consolidation of Ontario's conservation authorities
Prepared by: Rhonda Bateman, CAO

BACKGROUND:

Below is the proposed resolution from the Board in response to ERO Posting 025-1257 - regional consolidation of conservation authorities. A broader set of comments will be developed for the Environmental Registry of Ontario posting and will be forwarded to members prior to submission to the Environmental Registry. For reference, attached to this report, is the slide deck used at the various engagement sessions across the province.

PROPOSED RESOLUTION:

WHEREAS the Lower Trent Region Conservation Authority (LTC) Board of Directors acknowledges and supports the Province's goals of improved efficiency of watershed management, through the implementation of digital application and permitting system, consistent policies, flood standards, fees and technologies; and

WHEREAS consistent policies and resources across existing Conservation Authorities boundaries could be achieved through direction and tools such as technical guidelines provided by the Ministry of the Environment, Conservation and Parks and/or in conjunction with Conservation Ontario; and

WHEREAS Conservation Authorities are locally based organizations formed by municipal governments in response to challenges from flood and erosion hazards and the risk to life and property; and

WHEREAS LTC, with the guidance and support of our seven member municipalities, demonstrates fiscal prudence in delivery of all program areas. LTC has successfully leveraged funding to support programs and services that are locally important and driven by community engagement through LTC's Strategic Plan, Conservation Lands and Areas Strategy, and the Watershed Based Resource Management Strategy; and

WHEREAS Conservation Authorities across the province operate efficiently by working in close partnership with their member municipalities. This enables resources to be directed toward local initiatives that advance our mandate while addressing local community needs, achieving an effective balance in scale, management and service delivery; and

WHEREAS plans to regionalize conservation authorities through consolidation would weaken local accountability and municipal partnerships and is contrary to the basic principle that decisions are best made closest to the community they affect. Effective representation by municipal partners remains core to the success of conservation authorities. LTC is effective in working with our communities to support sustainable development and keeping communities safe; and

WHEREAS LTC is responsive and accountable to our communities by delivering the services that are essential and valued by our communities. The provincial priorities on housing, the economy, infrastructure and climate

Agenda Item #14

resilience are determined by municipalities working with CAs to address issues around floodplain and hazard protection. LTC staff and Board members are responsive and accountable to the needs of the watershed community and meet or exceed provincial service standards. Local governance and direction combined with local service provision allows LTC to continue to be responsive to our community; and

WHEREAS consolidation will result in substantial transition costs including the cost of time, which will result in diversion of resources from service delivery and delay desired outcomes. The loss of watershed knowledge and community relationships will add greater uncertainty, loss of trust, and delays for our watershed residents. This includes the agricultural community, businesses, builders, developers and our municipal partners that seek timely and effective local advice, provided through pre-consultation; and

WHEREAS the proposed regional watershed would create a geographically vast and administratively complex organization. Further, the existing Regional Source Protection program model combines five CAs into the Trent Conservation Coalition, which works well and is representative of all participating municipalities through the Source Protection Authorities (SPA). The SPA boards should remain under any consolidation.

THEREFORE BE IT RESOLVED:

THAT the Lower Trent Region Conservation Authority Board of Directors does not support the proposed “Eastern Lake Ontario Region Conservation Authority” boundary configuration as outlined in the Environmental Registry Notice 025-1257; and

FURTHER that meaningful modernization can occur within the current watershed-based governance framework; and

FURTHER that the LTC Board endorses further provincial evaluation of a more focused, cost-effective and locally accountable alternative that advances the government’s priorities of efficiency, red-tape reduction and timely home construction; and

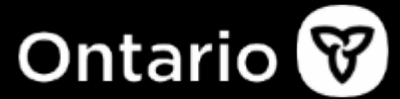
FURTHER that the Board request the Ministry of the Environment, Conservation and Parks continue with CA and municipal engagement sessions with affected CAs and municipalities and that they establish a working group before final decisions on any consolidation boundaries or further legislative amendments; and

FURTHER that a forthcoming ERO response at the approval of the LTC Board of Directors be forwarded to the ERO comments; and

FURTHER that a letter from the Chair containing this resolution and ERO response be forwarded to:

- the Minister of the Environment, Conservation and Parks
- Ontario’s Chief Conservation Executive
- Local Members of Provincial Parliament
- Local Members of Parliament
- Partner Municipalities and Counties
- The Association of Municipalities of Ontario and the Rural Ontario Municipal Association
- Conservation Ontario and all Conservation Authorities in Ontario

Improving Ontario's Conservation Authority System | Virtual Information Sessions



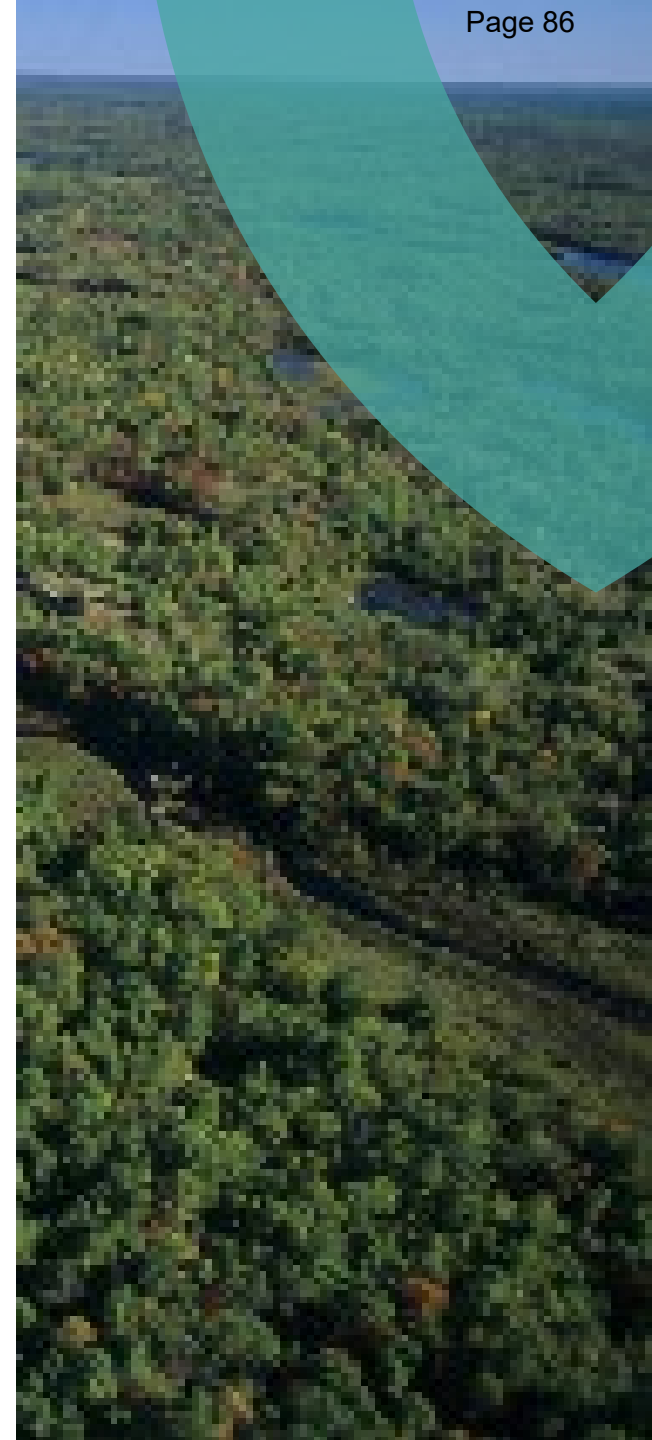
Ministry of the Environment, Conservation and Parks | November 2025

Purpose

- To provide an overview of the government's plans to improve the conservation authority system in Ontario, by:
 1. Creating the Ontario Provincial Conservation Agency to provide centralized leadership and oversight of conservation authorities
 2. Consolidating the existing 36 conservation authorities into regional conservation authorities

Outline

1. Introduction
2. Overview: Ontario Provincial Conservation Agency
3. Proposal: Regional consolidation of CAs and proposed boundaries
 - Consultation and Next Steps
4. Questions
 - Submit via the Q&A function on teams to be addressed following the presentation



Introduction

Introduction

- Conservation authorities (CAs) are created and governed by the *Conservation Authorities Act* (CAA). MECP administers the Act and oversees Ontario's 36 CAs.
- CAs are organized based on watersheds, crossing municipal boundaries. Each CA operates independently as a local public sector directed organization, governed by a board of municipally-appointed representatives. They do their own hiring and set their own compensation levels.
- CAs play a vital role in watershed management and protecting communities from natural hazards like floods. They also deliver programs and services that further the conservation, restoration, and management of natural resources.
- CAs issue permits to builders, municipalities, and property owners for development activities such as housing developments and installation of sewage systems in areas affected by risks of natural hazards such as floodplains, shorelines, river and stream valleys, and wetlands. Permitting helps to ensure that development does not happen in unsafe areas and that it does not worsen the impacts of flooding or erosion in surrounding areas.
- In 2023 municipal funding accounted for 54%, self-generated funding for 37% and provincial funding for 5% of CA funding.

CAs BY THE NUMBERS

1946

Year the CAA
was enacted

36

CAs in Ontario

14M+

People live in
CA
jurisdictions

150,000

Hectares in
landholdings

3,600+

CA employees
(full time, part
time, seasonal)

900+

Dams, dykes,
channels, control
structures

11,000+

Development
permits issued
in 2023

\$511M

Total revenue
across CAs in
2023

*TRCA = \$177
million; remaining
35 CAs = \$334
million.

Improving Ontario's Conservation Authorities



The provincial government is making improvements to Ontario's Conservation Authority system by:

1. Amending the CAA to create a provincial board-governed agency, the **Ontario Provincial Conservation Agency**, to provide province-wide coordination, shared digital and technical resources, and consistent practices that strengthen — not replace — the work of regional conservation authorities.
2. Consolidating the existing 36 CAs into regional watershed based CAs. The proposed boundaries would result in **7 regional CAs**.



**PROTECT
ONTARIO**

Why are changes being made to Ontario's CA System?

- The *Conservation Authorities Act* was passed in 1946 and for nearly 80 years this legislation has enabled municipalities to form local watershed-based organizations to address challenges like drought, soil erosion, deforestation and flooding.
- Ontario is expected to grow by more than six million people in the next two decades and the challenges we face continue to increase in complexity from climate change, population growth and the pace of development.
- The government's plans to improve the CA system by creating an agency and regionally consolidating CAs, are not changing what conservation authorities do.
- These plans are intended to strengthen the capacity, influence, and impact of CAs in providing vital watershed management, in safeguarding people and property from flooding, and in being transparent and accountable in the delivery of permitting, programs, and services to Ontario's communities.
- With better tools and resources, and central enablement and support, CAs can operate with greater consistency and transparency, and deliver improved services to municipalities and permit applicants aligned with provincial priorities on housing, the economy, and resilient
6 infrastructure.

Why are changes being made to Ontario's CA System?

Key challenges the proposed changes seek to address include:

- **Patchwork of standards, service delivery:** Each CA has different policies, customer service standards, fees, processes and staffing and technical capacity leading to unpredictable and inconsistent turnaround times for approvals across all CAs. This can result in uncertainty and delays for builders, landowners, and farmers seeking permits.
- **Outdated and fragmented systems:** Discrepancies in the tools and technology that CAs use have led to varying types and quality of technology and data management. This can compromise effective provincewide flood risk management and evidence-based decision making.
- **Administrative duplication:** Under the current framework, municipalities are forced to fund duplicate corporate functions (e.g., procurement, communications), diverting costs away from front-line conservation and service delivery.
- **Need for more accountability and transparency:** Lack of transparent performance monitoring and reporting, inconsistent customer service standards.

What's Changing/Not Changing

What these changes mean:

- More resources for front-line services
- Improved flood management and erosion prevention
- Strong environmental protections maintained
- Faster permit approvals
- Modern service delivery
- Consistent standards and use of modern technology

What's not changing:

- Governance model – regional CAs will continue to be independent, municipally-governed organizations. Member municipalities will continue to be represented on a board of directors for each Regional CA and will retain full governance responsibilities for Regional CAs.
- Where CAs operate – areas currently served by CAs will continue to be served by CAs
- The programs and services CAs provide, including the responsibility for source water protection, natural hazard and watershed management
- CA ownership and management of their lands and trails, providing access to green spaces, recreation and education programs
- Where and how CAs receive funding (e.g. municipal levy) including maintaining board approval of final Regional CA budgets.

Overview: Ontario Provincial Conservation Agency

Amendments to the Conservation Authorities Act

To improve the province's conservation authority system, the government has proposed to create a new Ontario Provincial Conservation Agency to provide centralized leadership and oversight of conservation authorities.

- Bill 68, Plan to Protect Ontario Act (Budget Measures), 2025 (No. 2) was introduced into the legislature on November 6, 2025.
- Schedule 3 of Bill 68 includes proposed amendments to the *Conservation Authorities Act* to establish the Ontario Provincial Conservation Agency (the agency), including:
 - Establishing the objects of the agency
 - Setting out the governance of the proposed agency
 - Establishing tools for agency oversight of conservation authorities
 - Establishing provincial oversight of the agency
 - Setting out sources of agency funding
- Bill 68 will proceed through the legislative process, and if passed, the provisions establishing the agency would come into effect upon Royal Assent.

Ontario Provincial Conservation Agency – Objects

The proposed objects of the agency are to:

1. Oversee the governance of authorities and other aspects of authorities such as their operations, including the programs and services they provide, to further the purposes of the Act.
2. Oversee the transition to a regional watershed-based framework for authorities in Ontario.
3. Promote consistent policies, standards and fees for programs and services provided by authorities.
4. Assess and report on the effectiveness of authorities in furthering the conservation, restoration, development and management of natural resources in watersheds in Ontario, including outcomes related to the implementation of their programs and services.
5. Oversee and evaluate the financial performance of authorities to ensure their long-term operational and capital financial sustainability, including the financial sustainability of their programs and services required under section 21.1.
6. Guide and evaluate the strategic planning by authorities to ensure it aligns with provincial objectives.
7. Support the development and implementation of a standardized and centralized system for processing applications for permits issued by authorities.
8. Lead the development and implementation of digital strategies and shared services to support the operations of authorities, including their programs and services.
9. Support strategic investment in programs and services provided by authorities, including leveraging funding available to Ontario and authorities.
10. Advise the Government of Ontario in respect of the programs and services authorities provide under the Act and any matters related to the objects of the agency.
11. Any other objects prescribed by regulation.

Ontario Provincial Conservation Agency – Agency tools & funding sources

The agency would provide province-wide coordination, strategic direction, and oversight of Ontario's CAs. Delivery of local programs and services would continue to be led by CAs.

Proposed agency tools

- 1) Information requests
- 2) Binding directions and non-binding guidelines may address topics such as:
 - Key performance indicators, key results or service delivery targets
 - Service standards
 - Information technology
 - Procurement
 - Training of members and employees
 - Budgeting
 - Asset management plans
 - Strategic planning

Proposed agency funding sources

- Provincial funding
- Fees for services
- Cost recovery from conservation authorities

Ministerial oversight of agency directions to CAs:

- Agency must provide Minister with a copy of the proposed direction to a CA 45 days prior to issuing
- Within that 45 days, the Minister may require the agency to take any action in relation to the proposed direction (e.g., update, undertake additional consultation)
- Minister can set regulations on:
 - the process for the agency to set directions and/or
 - the things the agency is not allowed to set binding directions on

Ontario Provincial Conservation Agency – Oversight

The proposed agency would be board-governed and arms-length of the province.

Proposed board governance:

- Board-governed with 5-12 board members, with one Chair and up to two Vice Chairs, appointed by the Lieutenant Governor in Council.
- The Lieutenant Governor in Council shall, in appointing members of the board of directors, take into consideration,
 - (a) their knowledge and experience in public administration, corporate governance and finance;
 - (b) their knowledge of programs and services provided by authorities; and
 - (c) such other matters as may be prescribed by regulation
- Appointments may be made for a term up to 3 years, and a person may not serve on the board for more than 9 years in total.
- The board of directors manages performance of the CEO, and may, by by-law, establish such councils, committees and other bodies as it considers appropriate.

Ontario Provincial Conservation Agency – Agency Oversight

MECP will provide oversight of the agency and will also retain policy responsibility for the *Conservation Authorities Act* and associated regulations.

Provincial oversight of agency includes:

- Agency must follow requirements under the provincial Agencies and Appointments Directives including an annual letter of direction.
- Every 3 years the agency must provide a report on its effectiveness, priorities and value for money.
- Minister can issue mandatory directives to agency, request information, and initiate/require a review or audit of the agency.
- Ministerial oversight of agency directions to CAs.

Proposal: Regional Consolidation of CAs

Regional consolidation of CAs - Consultation

- The government is consulting on the proposed boundaries for the regional consolidation of the CAs with impacted stakeholders, municipalities, CAs, and Indigenous communities.
- A policy proposal notice is posted on the Environmental Registry of Ontario (Posting # 025-1257) for 45 days, from November 7 until December 22, 2025, inviting review and comments on criteria applied to determine proposed regional boundaries, the proposed geographical jurisdiction of each regional CA, and discussion questions which are relevant to the planning for the future state.
- Comments on the proposal may be submitted on the ERO or by email to: ca.office@ontario.ca.

Regional consolidation of CAs – Criteria

The proposed boundaries are based primarily on natural watershed systems, keeping existing CAs whole wherever possible and aligning with source protection regions to maintain strong connections to local hydrology and drinking water protection.

Regional CAs boundaries criteria:

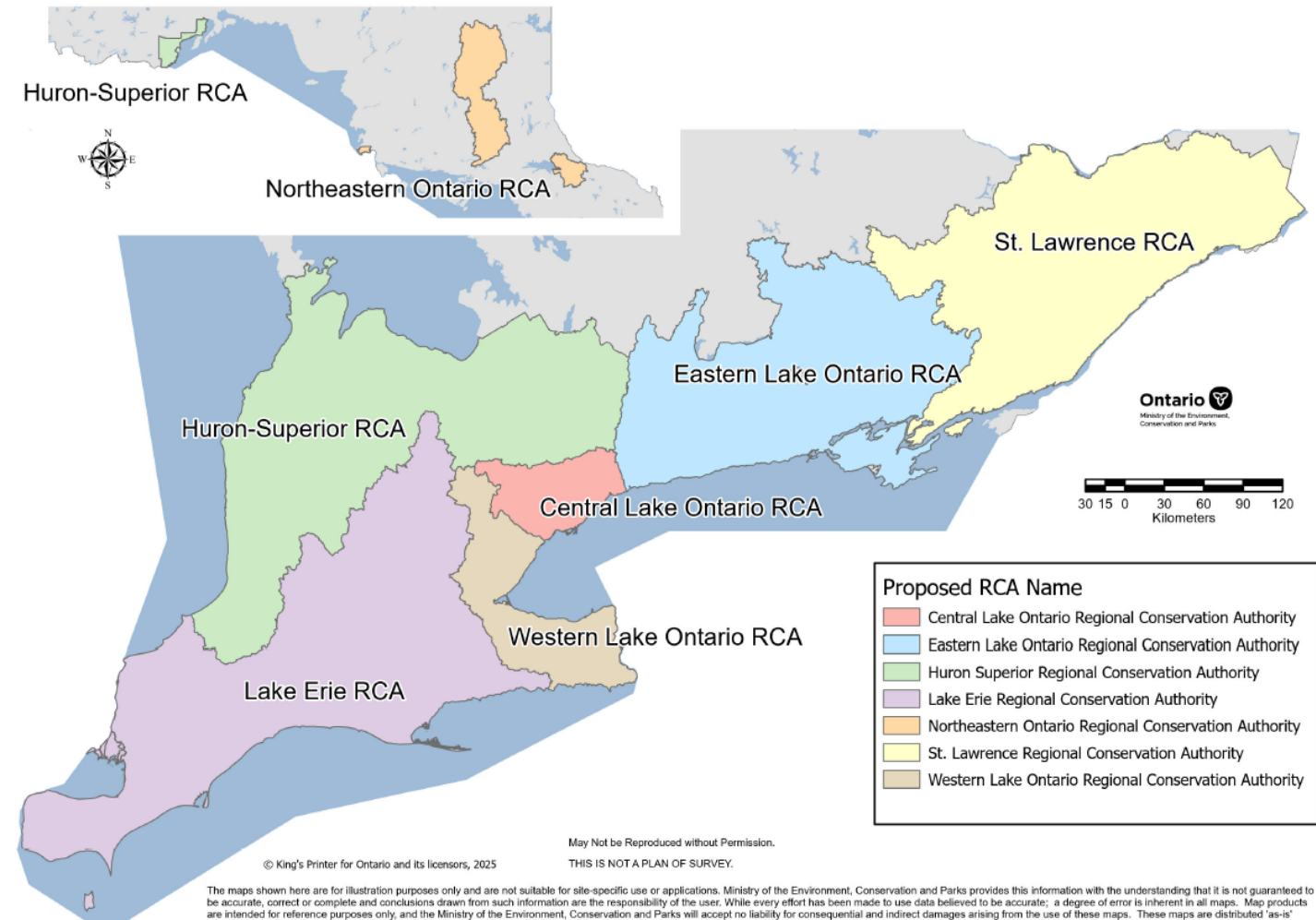
- **Maintaining watershed-based jurisdictions** - Aligning with natural hydrological boundaries to support effective flood and water management, consistent with drinking water source protection areas and regions.
- **Relationships between conservation authorities and municipalities** - Reducing administrative duplication and overlap for municipalities and conservation authorities to simplify accountability and strengthen local partnerships.
- **Balancing expertise and capacity across conservation authorities** - Enhancing technical skills and resources across conservation authorities to improve service and program delivery.
- **Service Continuity** - Ensuring uninterrupted delivery of local conservation authority programs - including flood forecasting and warning, permitting, and source water protection - through and after consolidation.

Regional consolidation of CAs – Proposed RCAs

The government has proposed boundaries for the regional consolidation of Ontario's 36 CAs into 7 watershed-based regional CAs:

- Lake Erie Regional CA
 - Huron Superior Regional CA
 - Western Lake Ontario Regional CA
 - Central Lake Ontario Regional CA
 - Eastern Lake Ontario Regional CA
 - St. Lawrence Regional CA
 - Northeastern Ontario Regional CA
- No changes would be proposed to the overall extent of CA jurisdiction

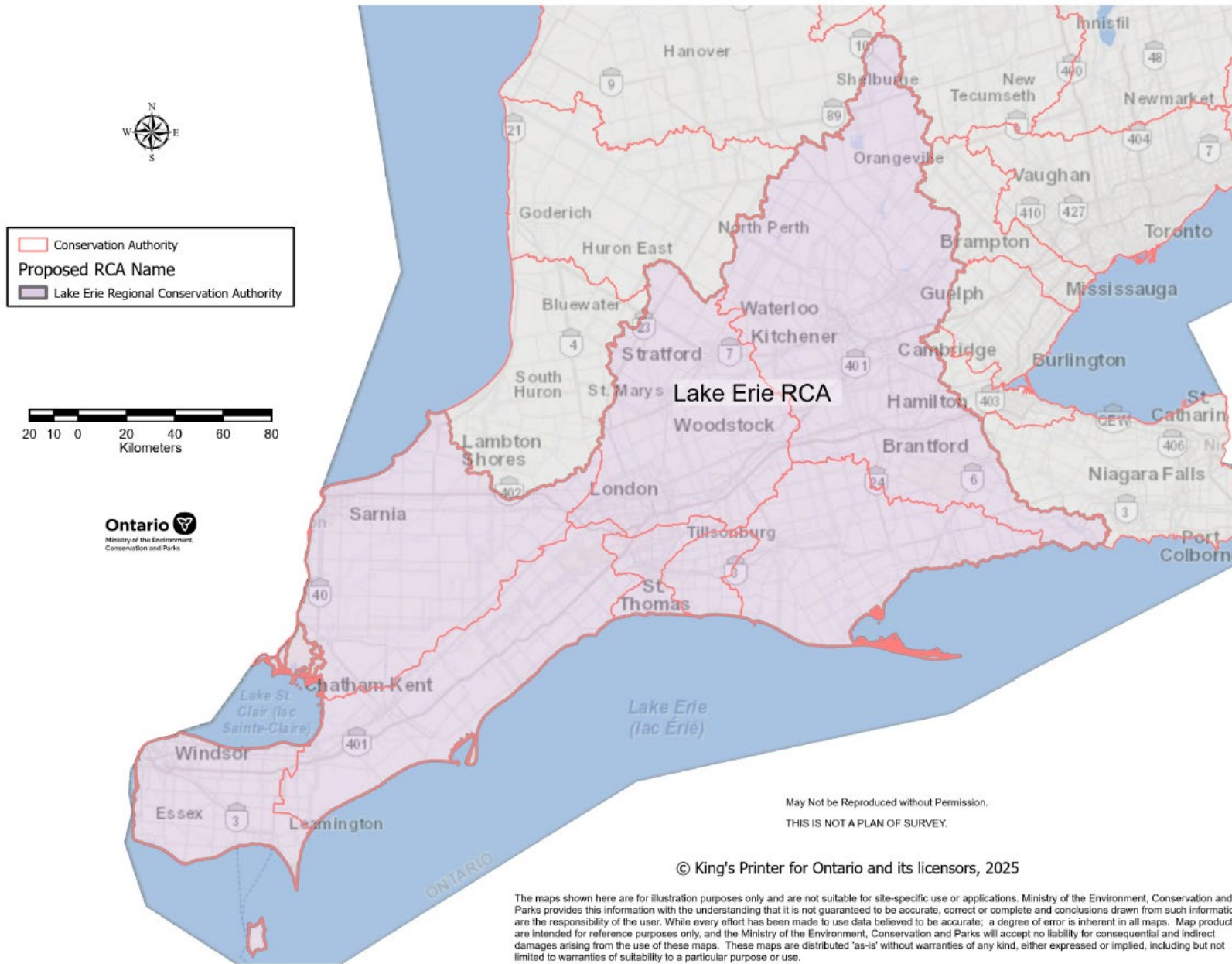
PROPOSED 7 REGIONAL CONSERVATION AUTHORITIES (RCA)



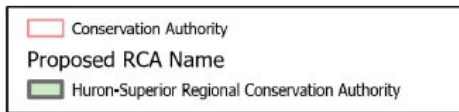
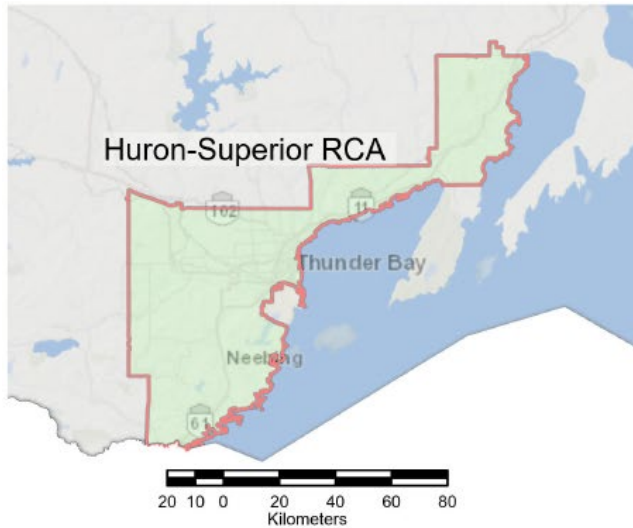
PROPOSED LAKE ERIE REGIONAL CONSERVATION AUTHORITY

Current CAs that would make up the proposed Lake Erie Regional Conservation Authority include:

- Essex Region CA
- Lower Thames Valley CA
- St. Clair Region CA
- Upper Thames River CA
- Kettle Creek CA
- Catfish Creek CA
- Long Point Region CA
- Grand River CA



PROPOSED HURON-SUPERIOR REGIONAL CONSERVATION AUTHORITY



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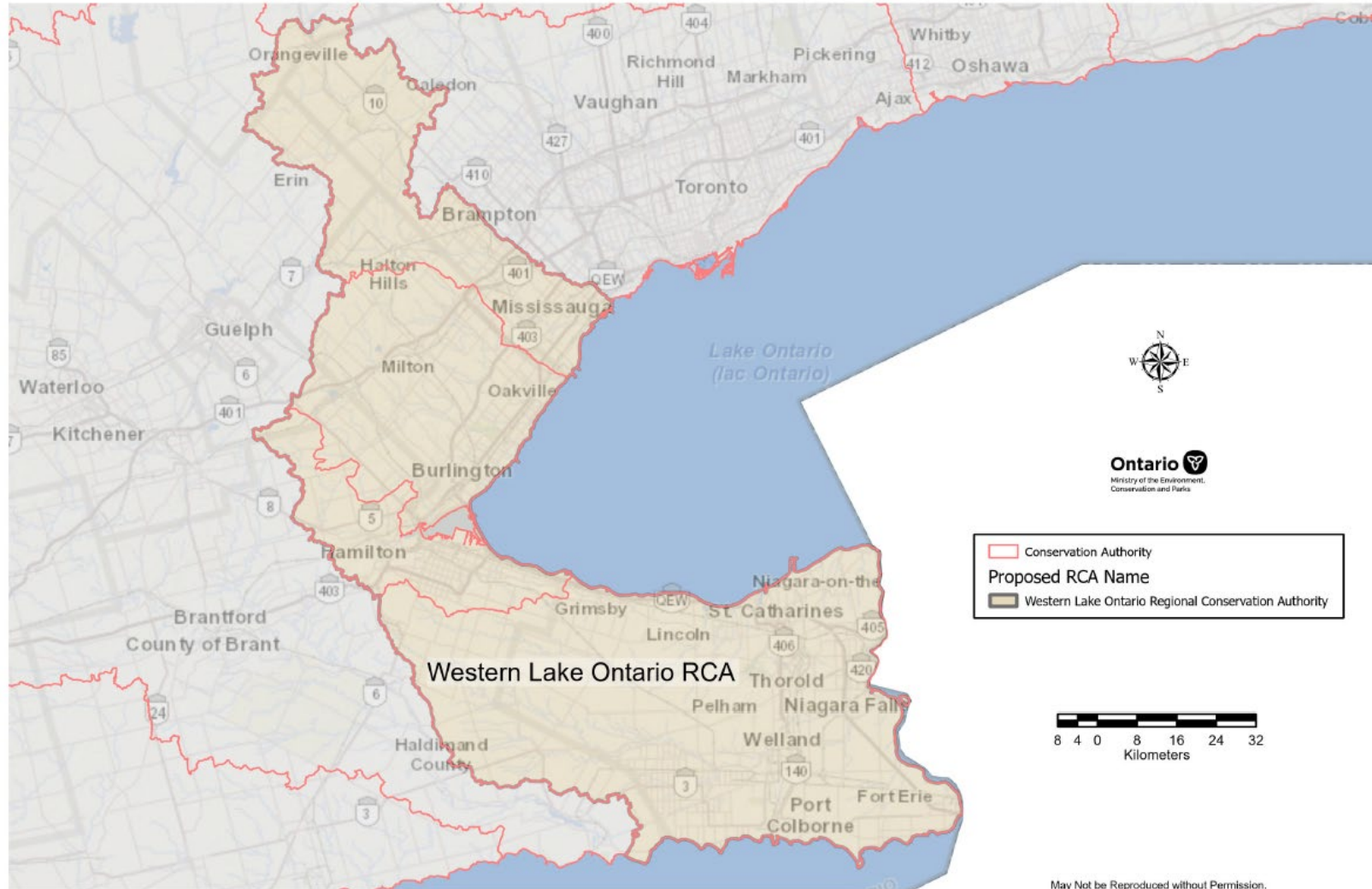


Current CAs that would make up the proposed Huron-Superior Regional Conservation Authority include:

- Ausable Bayfield CA
- Maitland Valley CA
- Saugeen Valley CA
- Grey Sauble CA
- Nottawasaga Valley CA
- Lake Simcoe Region CA
- Lakehead Region CA

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PROPOSED WESTERN LAKE ONTARIO REGIONAL CONSERVATION AUTHORITY



Current CAs that would make up the proposed Western Lake Ontario Regional Conservation Authority include:

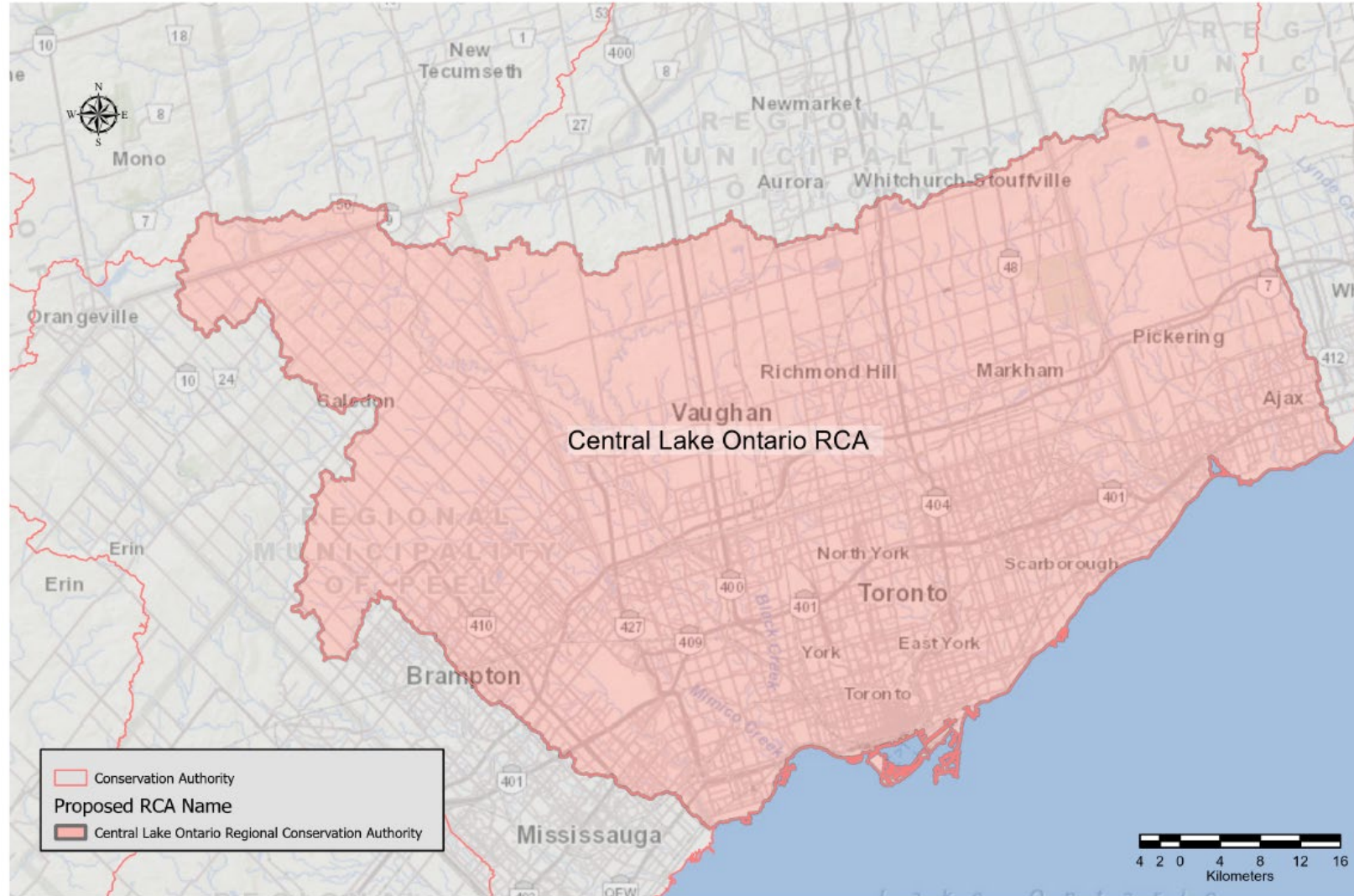
- Niagara Peninsula CA
- Hamilton Region CA
- Halton Region CA
- Credit Valley CA

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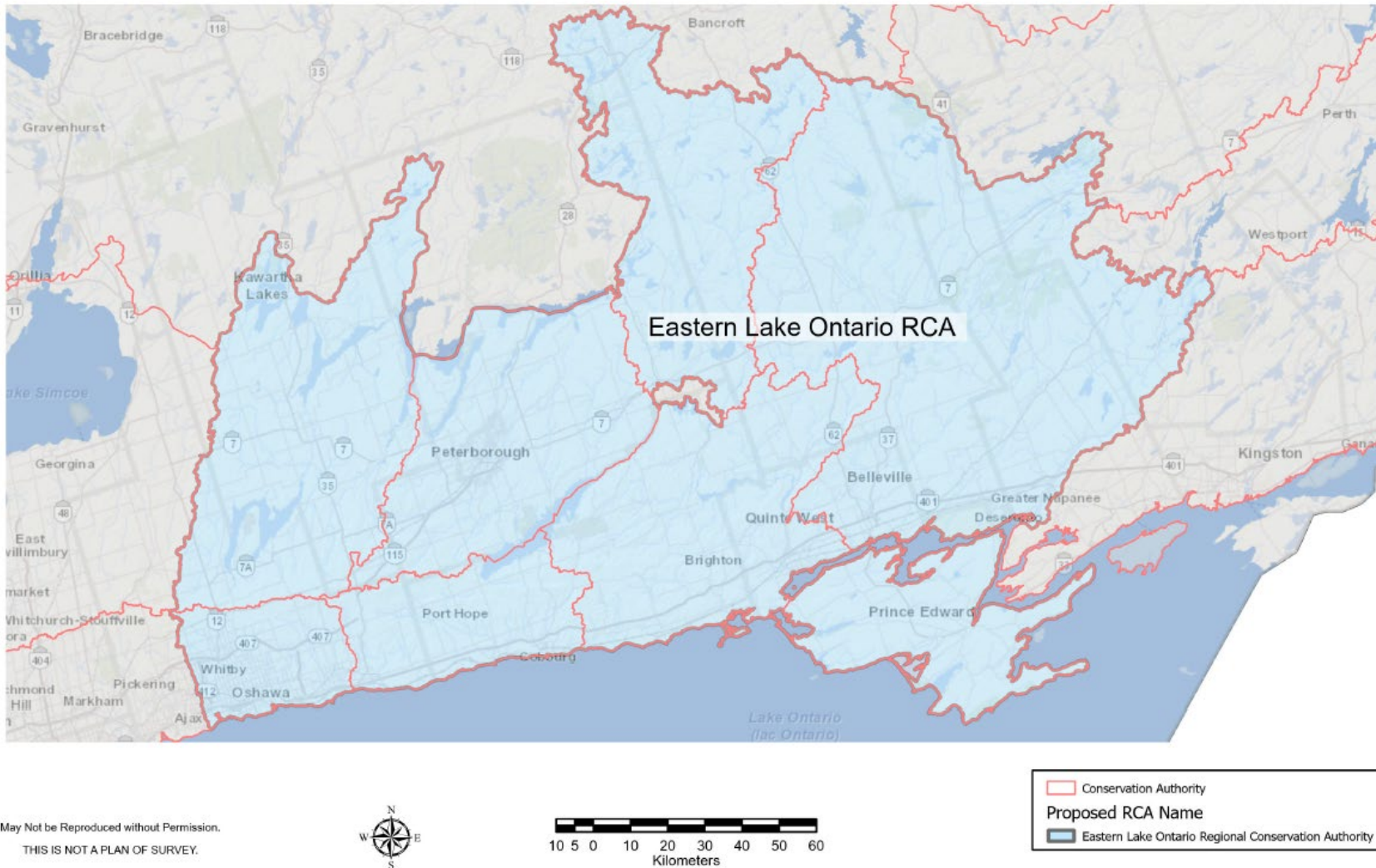
PROPOSED CENTRAL LAKE ONTARIO REGIONAL CONSERVATION AUTHORITY



Current CAs that would make up the proposed Central Lake Ontario Regional Conservation Authority include:

- Toronto and Region CA

PROPOSED EASTERN LAKE ONTARIO REGIONAL CONSERVATION AUTHORITY



Current CAs that would make up the proposed Eastern Lake Ontario Regional Conservation Authority include:

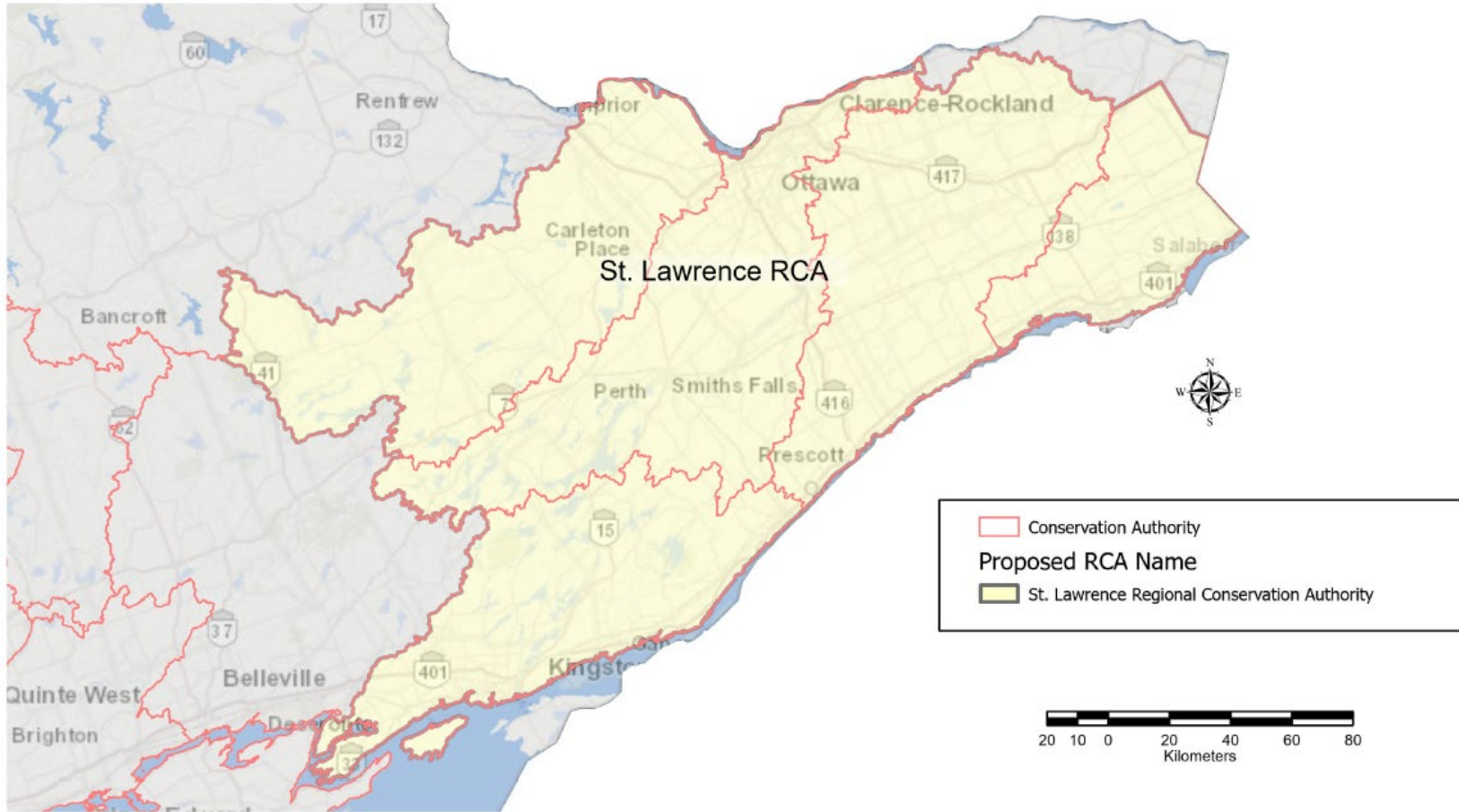
- Central Lake Ontario CA
- Kawartha Region CA
- Otonabee Region CA
- Ganaraska Region CA
- Lower Trent Region CA
- Crowe Valley CA
- Quinte Region CA

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PROPOSED ST. LAWRENCE REGIONAL CONSERVATION AUTHORITY



Current CAs that would make up the proposed St. Lawrence Regional Conservation Authority include:

- Cataraqui Region CA
- Rideau Valley CA
- Mississippi Valley CA
- South Nation River CA
- Raisin Region CA

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PROPOSED NORTHEASTERN ONTARIO REGIONAL CONSERVATION AUTHORITY



Current CAs that would make up the proposed Western Lake Ontario Regional Conservation Authority include:

- Nickel District CA
- Sault Ste. Marie Region CA
- Mattagami Region CA
- North Bay-Mattawa CA

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Regional Consolidation – Looking Ahead

- MECP and the Office of the Chief Conservation Executive will consider all feedback received during the consultation on the proposed boundaries for regional consolidation and to inform the proposed path forward.
- MECP would undertake further consultation at a future date on any additional proposed legislative and regulatory changes needed to enable regional consolidation.
- The new agency would lead the transition to regional CAs with conservation authority, municipal and stakeholder involvement, including providing guidance support throughout the consolidation process, such as:
 - Develop a structured process and roadmap outlining steps of the consolidation process, including the common standards and tools for use across CAs.
 - Provide support/expertise for CAs on the organizational aspects of consolidation (e.g., governance, HR).
 - Provide provincial-level coordination to address system-wide issues that may arise, to mitigate risks of delays.
- Changes not intended to be initiated until after municipal elections in October 2026; existing board members would continue to serve until the expiration of their terms next year.

ERO Discussion Questions – Planning for the Future State

- What do you see as key factors to support a successful transition and outcome of regional conservation authority consolidation?
- What opportunities or benefits may come from a regional conservation authority framework?
- Do you have suggestions for how governance could be structured at the regional conservation authority level, including suggestions around board size, make-up and the municipal representative appointment process?
- Do you have suggestions on how to maintain a transparent and consultative budgeting process across member municipalities within a regional conservation authority?
- How can regional conservation authorities maintain and strengthen relationships with local communities and stakeholders?

Questions?

Environmental Registry of Ontario (Posting # 025-1257): Proposed boundaries for the regional consolidation of Ontario's conservation authorities

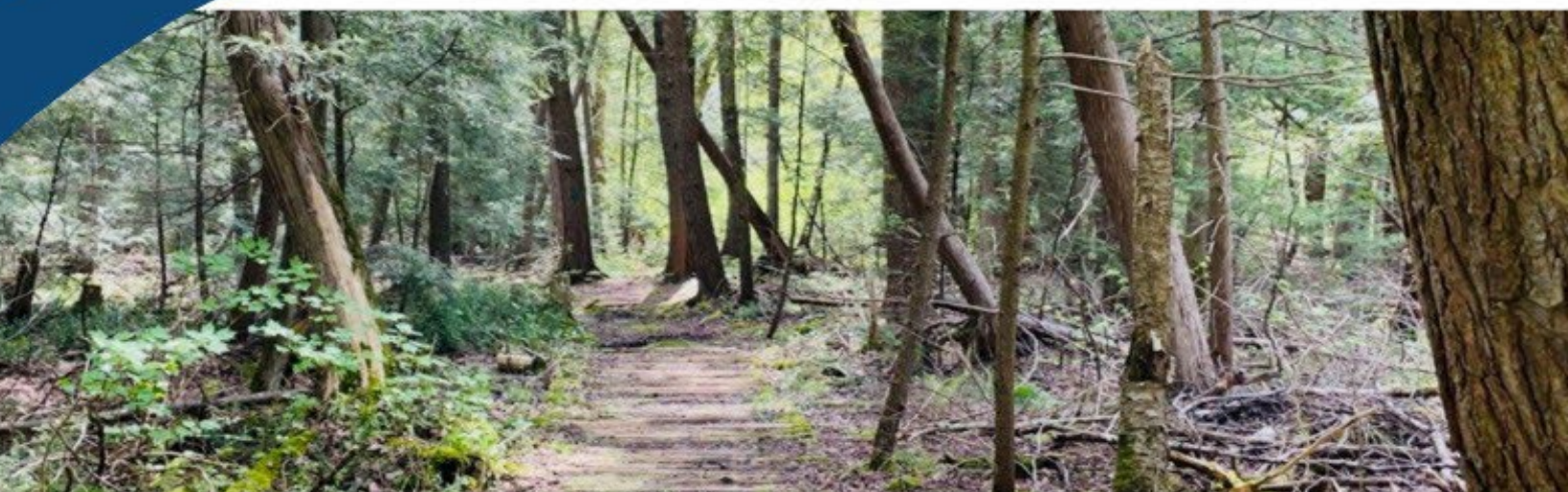
Consultation period: 45 days – November 7, 2025 to December 22, 2025

Comments on the proposal may be submitted on the ERO or by email to:
ca.office@ontario.ca.



LOWER TRENT
CONSERVATION

Business Plan 2026



*Healthy Watersheds
for
Healthy Communities*

Member of





A Message from the Chief Administrative Officer...

Rhonda Bateman, CAO

Lower Trent Conservation is facing unprecedented challenges in 2026 with the proposed consolidation of conservation authorities introduced by the province in the fall of 2025. Lower Trent Conservation will be amalgamated with six other conservation authorities to create the Eastern Lake Ontario Region Conservation Authority. The framework for these changes has not been released. The proposed consolidations will begin following the municipal elections in October 2026.

The province has also passed legislation resulting in changes to the *Conservation Authorities Act* that will establish the Ontario Provincial Conservation Agency. This agency's objectives are many, but the overall mandate is to oversee governance of authorities including operations, programs and services, strategic planning, promote consistency in policies and operating standards, assess effectiveness and financial performance, develop and implement standardized application processes, digital strategies and shared services.

Conservation Authorities have evolved over the past decades with changes to their mandates and responsibilities dictated by the province of Ontario. Conservation Authorities have managed, through their strong relationships with their municipal partners, to become the envy of jurisdictions outside of Ontario and around the world being showcased as successful models for protection of people and property from natural hazards and leaders in environmental stewardship.

The challenge for management and staff for 2026 is to fulfill our roles and responsibilities to our municipal partners and residents to the best of our ability whilst preparing for the proposed changes without a coherent roadmap.

The 2026 Business Plan outlines work LTC proposes to accomplish throughout the year. We invite you to review our Strategic Plan on our website at www.LTC.on.ca to find the best way for you to contribute to achieving our shared vision of Healthy Watersheds for Healthy Communities.

Lower Trent Conservation – who we are...

The Lower Trent Region Conservation Authority (Lower Trent Conservation) was formed in 1968 under the *Conservation Authorities Act*. Our area of jurisdiction covers 2,070 km² and includes all, or portions of, seven municipalities.

The *Conservation Authorities Act* of Ontario provides the mechanism for establishing and administering a conservation authority. The *Act* reads:

The purpose of this Act is to provide for the organization and delivery of programs and services that further the conservation, restoration, development and management of natural resources in watersheds in Ontario.

Both the founding principles of the legislation and the legislation itself embody the three fundamental strengths of every conservation authority: local initiative, cost sharing, and watershed jurisdiction.

Local Initiative:

The conservation movement has been driven by and for the people for over 80 years. Community initiative is the strength and success of every conservation authority. Without this local motivation, an authority cannot be formed. People must first recognize the need for environmental action and request the provincial government to form a conservation authority. In making the request, watershed residents are contributing financially to the works of the organization and are participants in its direction.

Cost Sharing:

Traditionally, municipalities within the conservation authority and the provincial government shared the costs of funding conservation programs. Over time, the municipal share of the funding has increased significantly. Conservation authorities have expanded their partnerships to include other agencies and the community. A conservation authority flourishes when local people have enough enthusiasm and support for its programs.

Lower Trent Conservation is a member of Conservation Ontario - a network of 36 Conservation Authorities, all dedicated to conserving, restoring, and managing Ontario's natural resources on a watershed basis.

Watershed Jurisdiction:

A watershed – the area drained by a watercourse and its tributaries – is a natural geographic unit that crosses municipal boundaries. Conservation authorities can have jurisdiction over one or more watersheds. Since decisions and actions made in one location can affect upstream and downstream areas in other locations or other municipalities, watersheds are ideal units for protecting and managing the local environment. Conservation authorities are the only agencies in Ontario that manage natural resources on a watershed basis. Our Strategic Plan outlines our priorities, organizational commitments and environmental goals, which together, will help us thrive in this changing world.

The vision, mission, and our organizational commitments and environmental goals were all taken into consideration in development of the 2026 Business Plan.

VISION STATEMENT

Our Vision Statement is our dream. It is what we believe are the ideal conditions for our watershed - how things would look if the issues important to LTC and its partners were completely and perfectly addressed.

Our vision for the future is:

Healthy watersheds for healthy communities

Our vision exemplifies the link between a healthy environment and the economic and social health of our communities, as well as the physical and mental health of the people who live here.

MISSION STATEMENT

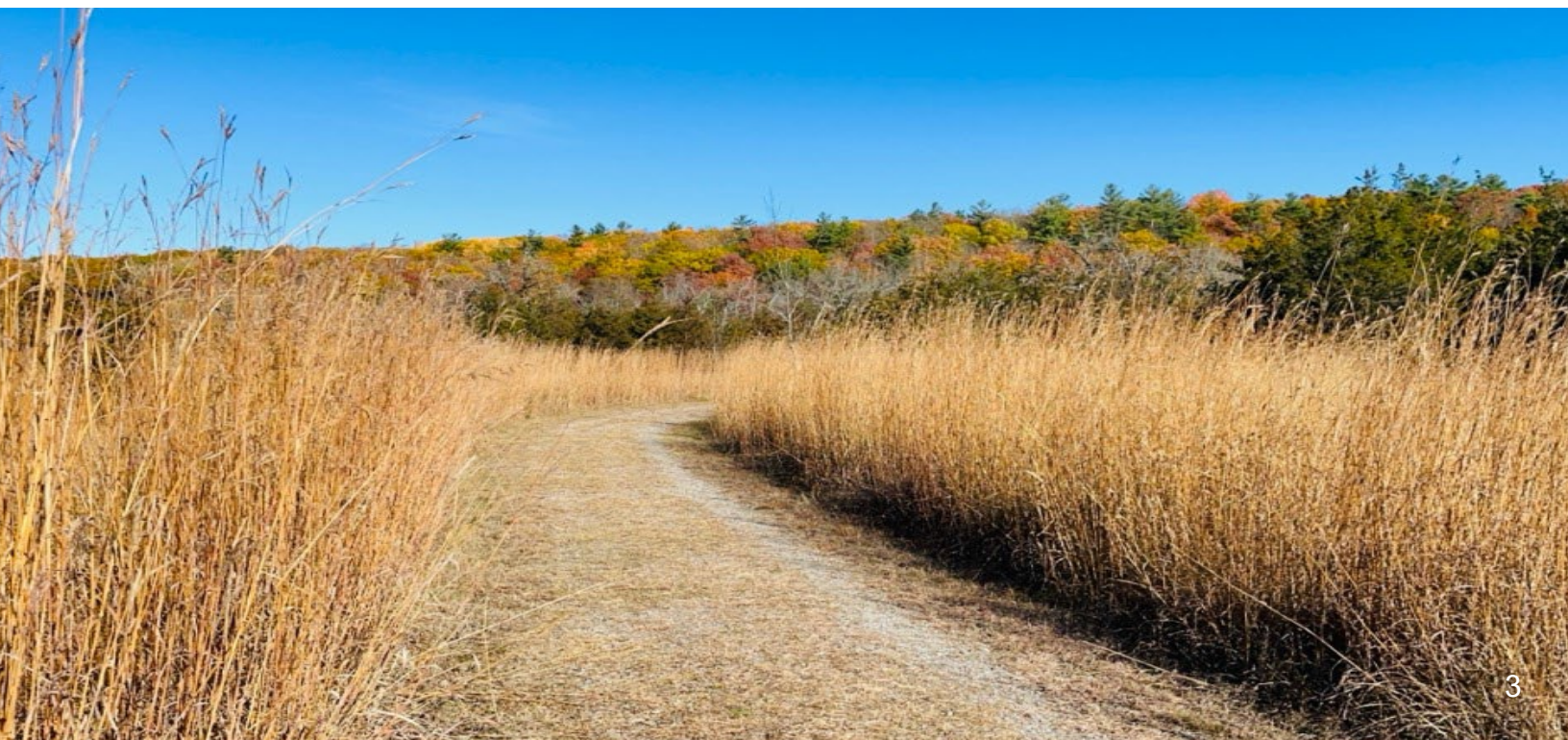
Our Mission Statement defines the purpose of Lower Trent Conservation. It talks about the present leading to the future - how we are going to achieve our vision.

Our mission is:

To protect land, water and living things by working with and inspiring others.

Our mission sets out our reason for being - to protect the local environment and recognize that we can't do it alone. We need to encourage others to take environmental action and work with other partners to achieve our goals.

Utilizing the strategic plan is a key component in helping Lower Trent Conservation prioritize our organizational commitments. We refer to the strategic plan to help direct the planning and decision making for the following year goals and objectives. The strategic plan is found at: <https://ltc.on.ca/about-us/>



Our Conservation Business

Lower Trent Conservation is in the business of protecting, enhancing, and restoring the natural environment. It is a business that builds healthier communities, improves the quality of life for residents, makes our area more appealing to visitors and new business, and helps ensure a more diverse and vibrant regional economy.

Lower Trent Conservation maintains a business approach to ensure accountability and transparency to our member municipalities, other partners, and the general public. The services provided are customer focused – local responses to local needs. Services and programs are delivered through diverse sources of funding and in partnership with municipalities, other agencies, volunteer groups, and our local communities.

MANDATED PROGRAMS

Planning and Regulations

Staff provide municipalities with formal comments under the *Planning Act* (e.g., severances, minor variances, official plans, zoning by-laws, etc.). Lower Trent offers technical advice to residents and developers for building and land use proposals. Appointed staff regulate development activities in environmentally sensitive areas such as wetlands, shorelines, and waterways. These services are aimed at ensuring that activities in environmentally sensitive areas will not result in a risk to public safety or property damage from flooding or erosion hazards. This preventative approach also ensures that wetlands and waterways are protected.

Flood Protection

Lower Trent Conservation provides services to reduce the threat of property damage and loss of life from flooding. These services include flood forecasting and flood warning, and the operation and maintenance of 10 flood and erosion control structures (dam, flood walls, berms, weirs, and overflow channels). Public education and awareness on flood and erosion control and natural hazards is key to preparedness and safety.

Low Water Response

Lower Trent Conservation assists in the coordination and support of local response in the event of a declared drought. Staff monitor local water levels and precipitation closely and work with local water users to reduce demand and mitigate effects of water shortages, encouraging voluntary water conservation measures. The program is based on the Ontario Low Water Response Program.

Conservation Lands

Lower Trent Conservation owns 1,503 hectares of environmentally sensitive lands which form part of a regional system of protected landscapes. Our properties range in size from small parks to over 650 hectares. Ten properties are classified as Conservation Areas and provide venues for healthy and active lifestyles such as hiking, bicycling, fishing, canoeing, and other recreational activities. Staff maintain the facilities and lands and facilitate special events on the properties. Conservation Area Habitat Restoration is vital to decrease invasive species populations and increase native species habitat. Seven Natural Habitat Areas, while open to the public, are left in a natural state with no maintained trails or recreational facilities.

Regional Source Protection Program - Trent Conservation Coalition

Lower Trent Conservation is the program lead for the Trent Conservation Coalition (TCC) Source Protection Program, aimed at protecting the sources of water (rivers, lakes, aquifers) used for municipal drinking water systems. Staff provide administrative and technical support to the Source Protection Committee in its role of updating the source protection plans and monitoring and reporting on implementation progress. The TCC includes the jurisdictions of five Conservation Authorities within the Trent River Watershed – Crowe Valley, Ganaraska Region, Kawartha, Lower Trent and Otonabee Conservation Authorities and additional areas outside of the CAs jurisdiction within the Trent River watershed in Peterborough and Haliburton Counties.

Local Drinking Water Source Protection Services

Lower Trent Conservation provides Risk Management Official/Risk Management Inspector services and a Source Protection Education and Outreach program on behalf of local municipalities. These services help to implement the Trent Source Protection Plan, which came into effect on January 1, 2015.

Environmental Monitoring and Reporting

LTC participates in the provincial water monitoring programs including the Provincial Water Quality Monitoring Network and the Provincial Groundwater Monitoring Network.

NON-MANDATED PROGRAMS

Environmental Monitoring and Reporting

In addition to the provincial monitoring programs, staff sample rivers and streams to better understand watershed health. Our monitoring activities include the Ontario Benthos Biomonitoring Network. The data is used to evaluate and report on existing conditions within the watershed and helps to establish targets for protection and rehabilitation activities for our municipal partners.

Youth Education

Staff provide conservation education programs to students of all ages including the Tri-County Children's Water Festival and programming for schools, youth groups, and day camps. Lower Trent also hosts and attends community events, provides workshops, and distributes publications and other conservation information to help the public learn about the protection of local natural resources.

Stewardship and Community Outreach

Lower Trent Conservation works with landowners and other partners to encourage proactive stewardship of land and water resources. Staff provide information and advice to landowners about a variety of topics including tree planting, shoreline naturalization, invasive species control, and species at risk protection. Grants are available for land stewardship projects and sell native trees and seedlings for spring planting.

ENABLING SERVICES

Corporate Services oversees the business administration of the Conservation Authority as well as external relationships. It includes office and financial administration, human resources and asset management, and program planning and development. Corporate services staff manage the computer network and information systems, provide digital mapping and communications support to other Lower Trent Conservation programs. Customer relations, partnership building, fundraising, communications, and marketing fall under the realm of corporate services.

Financial and Human Resources

In terms of financial management, constant vigilance is needed to ensure that the funding received from our member municipalities, the provincial and federal governments, other partners, agencies and donors is spent wisely for the betterment of our watershed. Ongoing effort is put into establishing partnerships to collaborate on watershed projects, and to seek funding support from other organizations to help get local conservation work done.

Lower Trent Conservation has established policies and procedures to set out administrative controls to: ensure health and safety with fair and consistent treatment of staff; provide guidance to staff for program implementation; and ensure compliance with government legislation. These are reviewed and updated regularly to ensure they are relevant and compliant with legislation.

Information Management and Geographic Information System (GIS)

As a knowledge-based, service-oriented organization, the accessibility of our information is an important part of our program. A significant amount of our data is displayed visually as maps, through our Geographic Information System (GIS). A wide range of map products is used by staff to assist with making decisions about land use planning and regulations, managing our conservation lands, and delivering stewardship programs. Lower Trent Conservation also assists municipalities and other agencies with GIS projects on a fee for service basis.

Communications

Corporate communication activities include media relations and production of annual reports, displays, brochures, and other communications products. In addition to traditional media, LTC uses our website and social media (e.g., Facebook) to keep our municipal partners, watershed residents and other stakeholders, staff and the Board of Directors, up to date on programs and events.

Fundraising

As a non-profit registered charity, Lower Trent Conservation has developed a fundraising program to support our conservation efforts. This includes grant writing, direct requests to businesses and private donors, and fundraising campaigns. Many of our donated funds are currently directed to “Connecting Kids with Nature” in support of youth environmental education initiatives.

SIGNIFICANT PARTNERSHIP PROGRAMS

Bay of Quinte Remedial Action Plan

The Bay of Quinte was designated an Area of Concern in 1985 by the International Joint Commission under the *Great Lakes Water Quality Agreement* between Canada and the United States. The environmental concerns included excess nutrients, persistent toxic contamination, bacterial contamination, and the loss or destruction of fish and wildlife habitat. Impairments to beneficial uses, such as drinking water, fish, and recreation, are termed “Beneficial Use Impairments.”

Lower Trent Conservation administers the Bay of Quinte Remedial Action Plan and provides communications and technical support specifically targeted at the issues present in the Bay. Lower Trent Conservation and Quinte Conservation co-chair the Bay of Quinte Restoration Council. The Restoration Council includes agencies from all levels of government, as well as local representatives to implement the Remedial Action Plan and undertake actions to rehabilitate the Bay.



Projects for 2026

As well as our regular business activities, Lower Trent Conservation has recognized program improvements to achieve the priorities identified in the Strategic Plan. Program improvements scheduled for 2026 will be undertaken as financing allows.

OUR ORGANIZATIONAL COMMITMENTS

- Support staff through Conservation Authority Consolidation process
- Provide deliverables based on new upcoming legislative requirements
- Natural Asset Management Planning
- Increase staff training opportunities
- Deliver requirements under the *Working for Workers Act*
- Research opportunities under the new Naming Rights Policy
- Upgrades to phone system

ENVIRONMENTAL GOALS

ADVANCE WATERSHED KNOWLEDGE

- Purchase of new survey equipment for better field mapping accuracy
- Continued development and refinement of mobile field applications
- Upgrades to computer equipment
- Phase out of on-site server
- Moving GIS data to Cloud environment

PROTECT LAND AND WATER RESOURCES

- Complete Phase 2 of the conservation areas and lands signage plan
- Barry Heights Flood Control Channel clean-out
- Begin conditions assessment of specific capital assets

SUPPORT SUSTAINABLE, HEALTHY COMMUNITIES

- Public engagement and consultation on the new gathering space for Proctor Park Conservation Area
- Fundraising for the Proctor Park gathering space
- Begin mapping of phragmites in the Lower Trent Phragmites Management Area
- Continue hazard tree assessments and removal program



INSPIRE OTHERS TO TAKE ACTION

- Research opportunities under the new Naming Rights Policy to community partners and businesses
- Offer new products under our popular Annual Native Plant Sale, fostering community engagement
- Build on the success of the Trail Steward Volunteer Program
- Collaborate with educational institutions for experiential learning opportunities
- Innovate classroom and outdoor education experiences with new teaching tools
- Continue to offer targeted programming for students to actively participate in the enhancement and restoration of conservation lands, providing hands-on experience
- Increase opportunities for community-driven projects such as tree planting days, clean-up events, or habitat restoration, creating opportunities for hands-on involvement
- Encourage community members or businesses to sponsor specific conservation areas, capital assets or projects, providing recognition and potential naming rights.



LOWER TRENT REGION CONSERVATION AUTHORITY
2026 BUDGET DETAILS - BOARD APPROVED 2025-12-11

Monitoring Success

Healthy Watersheds for Healthy Communities

LTC will spend \$xxxxx to provide mandated services including natural hazard management, drinking water source protection, operate conservation areas and maintain trails, and manage other sensitive environmental lands, provincial water quality monitoring and corporate services. Under Category 2 LTC will spend \$xxxxx to provide planning services, local water quality monitoring and drinking water risk management and education services. Under Category 3 programs, LTC will spend \$xxxxx to provide youth environmental education, promote stewardship and undertake community outreach.

In addition to the funds shown in the budget, Lower Trent Conservation receives funds to deliver its significant partnership programs. Approximately \$120,000 is received from the federal and provincial governments to deliver the Bay of Quinte Remedial Action Plan. Approximately \$412,400 is received from the provincial government to deliver the Regional Drinking Water Source Protection program.

Lower Trent Conservation releases its Annual Report and Audited Financial Statements in March. Staff track and report on progress made in implementing the goals and priorities set out in the Strategic Plan through regular quarterly program reports to the Board of Directors.



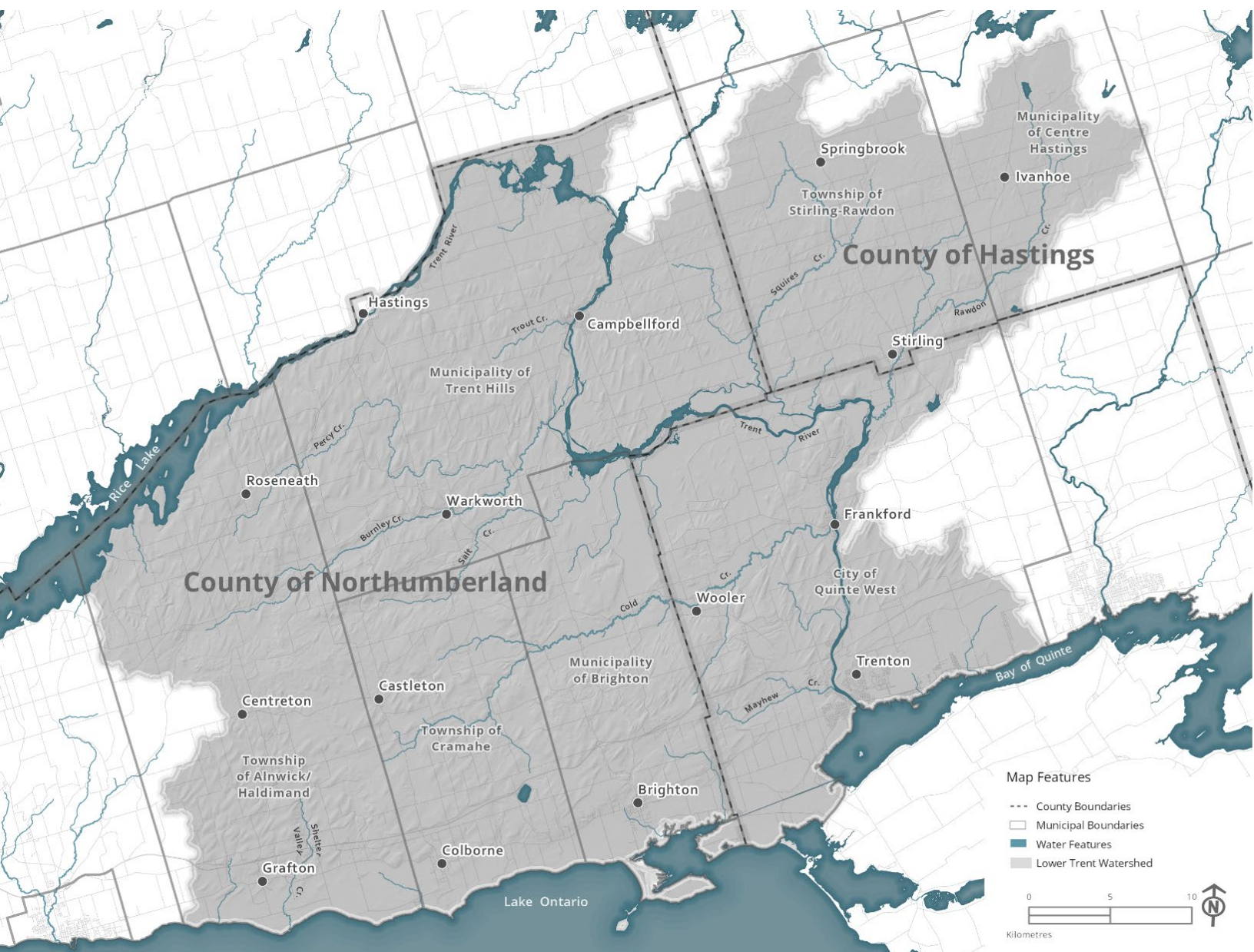
What it means to your municipality?

Municipal Services	Lower Trent Conservation Services <i>"specialist staff expertise shared among municipalities"</i>
Planning and Building	<ul style="list-style-type: none"> • Professional environmental planning expertise, including a network of provincial experts through Conservation Ontario and provincial ministries • Provincial policies and standards on environmental matters brought into the municipal decision-making process based on Board of Directors approved local policies • Delivery of regulations to provide hazard land, floodplain, and wetland protection in a manner that coordinates with municipal planning responsibilities • Input into official plans, community plans, zoning by-laws regarding natural hazard and water protection • Advice on <i>Planning Act</i> applications (severances, subdivisions, zoning by-law amendments, etc.) • Support for municipality when other reviews or approvals are required
Emergency Services	<ul style="list-style-type: none"> • Information and programs inform municipal emergency response planning responsibilities • Flood forecasting and warning • Low water response • Mapping (floodplains, wellhead protection areas, intake protection zones) • Operation and maintenance of flood and erosion control structures • Watershed data collection for water budget and extreme event analysis and modelling • Regulation of natural hazards reduces municipal liability when severe weather events occur
Water Infrastructure	<ul style="list-style-type: none"> • Drinking Water Source Protection • Surface water monitoring • Groundwater monitoring • Environmental monitoring • Infrastructure review
Tourism and Recreation	<ul style="list-style-type: none"> • Conservation Areas for year round passive recreation opportunities (hiking, snowshoeing, cross-country skiing, picnicking, geocaching) • Acquisition and protection of ecologically valuable lands • Active outdoor living programs (hikes, events) • Children's environmental programs (e.g., Water Festival) • Facilities for environmental education and outdoor sport/special events at Goodrich-Loomis, Proctor Park and Seymour Conservation Areas • Hunting opportunities only available in Murray Marsh Natural Habitat Area
Economic Development	<ul style="list-style-type: none"> • Contributes to development of desirable communities to live, work, and play (clean water, green space, outdoor tourism, environmentally aware residents) • Extra dollars drawn into the local community (government and business grants, private donations) • Lower Trent Conservation buys locally from many community businesses and suppliers
Sustainable and Resilient Communities	<ul style="list-style-type: none"> • Promotion of good stewardship and low impact, ecologically sustainable development • Monitoring and reporting on watershed health to identify program priorities • Native Plant Sale • Shoreline naturalization (landowner advice and grants) • Protection of surface water and groundwater resources • Wetland protection and enhancement and habitat and biodiversity conservation • Improvement and protection of the Bay of Quinte to ensure long-term health and benefits to the community (through administration of the Bay of Quinte Remedial Action Plan)

Member Municipalities

Township of Alnwick/Haldimand
Municipality of Centre Hastings
City of Quinte West
Municipality of Trent Hills

Municipality of Brighton
Township of Cramahe
Township of Stirling-Rawdon



Working with Others

Partners in Conservation

Lower Trent Conservation's Board of Directors and staff work with a growing number of partners who share our concern for the future of our region's environment. Lower Trent Conservation has worked with every sector of the community – from school children, individual landowners, and service clubs to major corporations, colleges, and government ministries – to achieve our collective vision of a healthy environment. Our partners provide information, ideas, labour, and funding.

Conservation Donors

Lower Trent Conservation, as a non-profit organization, relies on donations to support delivery of our programs. Maintaining our exceptional youth environmental education programs through donations from businesses, foundations, community organizations, and the general public.

Volunteers for Conservation

Lower Trent Conservation's **"Volunteers for Conservation"** program offers opportunities for individuals to get involved with local environmental projects. These dedicated groups and individuals devote time and energy to various local conservation projects.

Trail Stewards Volunteer Program

Lower Trent Conservation's **"Trail Stewards Volunteers"** program provides opportunities for nature enthusiasts to actively engage in maintaining and reporting on the trails in our conservation areas. These committed volunteers lend their time and effort to help maintain and improve the natural beauty of the trails, ensuring they remain safe, accessible, and enjoyable for everyone.



*We thank all of our partners, donors, and volunteers and look forward to working with you and others toward our common vision of **healthy watersheds for healthy communities.***

Agenda Item #16.

2026 DRAFT LTC BUDGET - VERSION 3

CATEGORY 1 - MANDATORY AND ENABLING/CORPORATE SERVICES	EXPENSES - CATEGORY 1 PROGRAMS AND SERVICES		APPROVED 2025 BUDGET	DRAFT 2026 BUDGET V3	2026V3-2025 DIFFERENCE	% CHANGE
	NATURAL HAZARD MANAGEMENT					
	Staffing	\$ 570,387	\$ 625,638	\$ 55,251	10%	
	Operating	\$ 201,180	\$ 128,945	-\$ 72,235	-36%	
	Capital	\$ -	\$ 8,600	\$ 8,600		
	PROVINCIAL WATER QUALITY-QUANTITY MONITORING					
	Staffing	\$ 25,708	\$ 26,656	\$ 948	4%	
	Operating	\$ -	\$ -	\$ -		
	Capital	\$ -	\$ -	\$ -		
	DRINKING WATER SOURCE PROTECTION (DWSP)					
	Staffing	\$ 330,559	\$ 282,617	-\$ 47,942	-15%	
	Operating	\$ 81,935	\$ 82,000	\$ 65	0%	
	Capital	\$ -		\$ -		
	CA LANDS/AREAS AND STEWARDSHIP					
	Staffing	\$ 312,725	\$ 346,939	\$ 34,215	11%	
	Operating	\$ 165,034	\$ 177,570	\$ 12,536	8%	
	Capital	\$ 55,705	\$ 66,820	\$ 11,115	20%	
	ENABLING SERVICES					
	Staffing	\$ 616,516	\$ 670,409	\$ 53,893	9%	
	Operating	\$ 241,525	\$ 260,835	\$ 19,310	8%	
	Capital	\$ 42,400	\$ 57,300	\$ 14,900	35%	
	Operating Expenses Sub-Total		\$ 2,545,569	\$ 2,601,608	\$ 56,040	2%
	Capital Expenses Sub-Total		\$ 98,105	\$ 132,720	\$ 34,615	35%
	TOTAL EXPENSES - CATEGORY 1		\$ 2,643,674	\$ 2,734,328	\$ 90,655	3%
	INCOME - CATEGORY 1 PROGRAMS AND SERVICES		APPROVED 2025 BUDGET	DRAFT 2026 BUDGET V3	2026V3-2025 DIFFERENCE	% CHANGE
	Provincial Funds		\$ 68,831	\$ 68,831	\$ -	0%
	Federal Funds		\$ 45,840	\$ 38,200	-\$ 7,640	-17%
	General Donations		\$ 3,000	\$ 2,800	-\$ 200	-7%
	Grants - special projects		\$ -	\$ 1,100	\$ 1,100	
Rebates/Recoveries		\$ 22,167	\$ 71,640	\$ 49,473	223%	
Legal inquiries / Permit Fees		\$ 180,000	\$ 135,095	-\$ 44,905	-25%	
Plan Review Fees		\$ 130,000	\$ 77,740	-\$ 52,260	-40%	
Administered Programs		\$ 171,489	\$ 160,000	-\$ 11,489	-7%	
Drinking Water Source Protection		\$ 361,005	\$ 364,617	\$ 3,612	1%	
Bank interest earned (misc. revenue)		\$ 60,000	\$ 50,000	-\$ 10,000	-17%	
Conservation Lands Fees and Leases Income		\$ 30,333	\$ 32,820	\$ 2,487	8%	
Operations Surplus		\$ 80,000	\$ 50,000	-\$ 30,000	-38%	
Municipal - General Levies		\$ 1,392,904	\$ 1,548,766	\$ 155,862	11%	
Operating Revenue Sub-Total		\$ 2,545,569	\$ 2,601,608	\$ 56,040	2%	
Municipal - Capital Levies		\$ 98,105	\$ 98,105	\$ -	0%	
Capital Reserves		\$ -	\$ 34,615	\$ 34,615		
Capital Revenue Sub-Total		\$ 98,105	\$ 132,720	\$ 34,615	35%	
TOTAL REVENUE - CATEGORY 1		\$ 2,643,674	\$ 2,734,328	\$ 90,655	3%	

SUMMARY		APPROVED 2025 BUDGET	DRAFT 2026 BUDGET V3	2026V3-2025 DIFFERENCE	% CHANGE
	Staffing	\$ 2,108,828	\$ 2,213,416	\$ 104,589	5%
	Operating	\$ 781,173	\$ 711,140	-\$ 70,033	-9%
	Sub-Total Operations	\$ 2,890,001	\$ 2,924,556	\$ 34,555	1%
	Sub-Total Capital	\$ 98,105	\$ 132,720	\$ 34,615	35%
	TOTAL LTC BUDGET	\$ 2,988,106	\$ 3,057,276	\$ 69,170	2%
	Municipal General Levy	\$ 1,392,904	\$ 1,548,766	\$ 155,862	11%
	Municipal Capital Levy	\$ 98,105	\$ 98,105	\$ -	0%
	Municipal Agreements Funded	\$ 267,030	\$ 215,589	-\$ 51,440	-19%
		\$ 1,758,038	\$ 1,862,460	\$ 104,422	6%

Lower Trent Conservation Draft Budget 2026

CATEGORY 1 PROGRAM - Expenses	Updated Budget	Draft Budget
	2025	2026
NATURAL HAZARD MANAGEMENT		
Wages and benefits	\$570,387	\$625,638
Travel and allowances	\$13,960	\$9,035
Materials and supplies	\$5,150	\$3,155
Professional services	\$102,830	\$50,000
Insurance	\$35,780	\$35,985
Flood/erosion ctrl struc. operations	\$6,000	\$6,000
Flood forecasting and warning	\$21,838	\$16,845
Communications / IM & IT	\$7,725	\$3,100
Vehicle maint. and insurance	\$7,897	\$4,825
TOTAL	\$771,567	\$754,583
PROVINCIAL WATER QUALITY-QUANTITY MONITORING		
Wages and benefits	\$25,708	\$26,656
TOTAL	\$25,708	\$26,656
DRINKING WATER SOURCE PROTECTION (DWSP)		
Wages and benefits	\$330,559	\$367,617
Operating expenses	\$81,935	\$82,000
TOTAL	\$412,494	\$449,617
CA LANDS/AREAS AND STEWARDSHIP		
Wages and benefits	\$312,725	\$346,939
Travel and allowances	\$15,910	\$16,885
Property, bldg maintenance, rent	\$31,300	\$34,390
Property insurance	\$18,200	\$19,745
Property taxes	\$49,191	\$51,780
Utilities	\$10,049	\$9,975
Materials and supplies	\$5,550	\$8,105
Professional services	\$13,496	\$13,800
Insurance	\$9,000	\$9,135
Communications / IM & IT	\$1,500	\$200
Vehicle/eqpmt maint., insurance	\$10,838	\$13,555
TOTAL	\$477,759	\$524,509
ENABLING SERVICES		
Wages and benefits	\$616,516	\$670,409
Travel and allowances	\$12,050	\$27,580
Property, bldg maintenance, rent	\$23,390	\$25,000
Property insurance	\$1,980	\$2,105
Property taxes	\$10,850	\$11,295
Utilities	\$9,700	\$10,450
Materials and supplies	\$19,055	\$15,180
Professional services	\$24,720	\$29,920
Conservation Ontario Levy	\$23,700	\$24,500
Memberships and services	\$1,100	\$1,270
Board per diems, mileage	\$11,000	\$10,000
Insurance	\$9,000	\$8,800
Communications / IM & IT	\$78,500	\$79,230
Bank, payroll, credit card charges	\$16,480	\$15,505
TOTAL	\$858,041	\$931,244

CATEGORY 2 PROGRAM - Expenses	Updated Budget	Draft Budget
	2025	2026
NON-OWNED FLOOD AND EROSION CONTROL		
Wages and benefits	\$6,568	\$6,793
Travel and allowances	\$200	\$0
TOTAL	\$6,568	\$6,793
LOCAL DWSP - RISK MGMT PART IV & EDUCATION		
Wages and benefits	\$115,186	\$122,754
Travel and allowances	\$400	\$460
Materials and supplies	\$700	\$720
Insurance	\$1,825	\$1,925
Communications / IM & IT	\$220	\$220
TOTAL	\$118,331	\$126,079
CATEGORY 3 PROGRAM - Expenses		
	Updated Budget	Draft Budget
	2025	2026
LOCAL WATER QUALITY MONITORING		
Wages and benefits	\$59,126	\$61,421
Travel and allowances	\$597	\$265
Materials and supplies	\$2,700	\$1,450
Professional services	\$19,500	\$18,100
TOTAL	\$81,923	\$81,236
YOUTH EDUCATION		
Wages and benefits	\$55,225	\$50,446
Travel and allowances	\$1,500	\$520
Materials and supplies	\$11,000	\$11,000
Communications / IM & IT	\$2,950	\$220
TOTAL	\$70,675	\$62,186
COMMUNITY OUTREACH & PRIVATE STEWARDSHIP		
Wages and benefits	\$16,828	\$19,745
Travel and allowances	\$300	\$555
Materials and supplies	\$24,500	\$26,060
Communications / IM & IT	\$200	\$295
TOTAL	\$41,828	\$46,655

Municipal Allocations for Category 1 Programs	Updated Budget	Draft Budget	Change (2026- 2025)
	2025	2026	
Alnwick/Haldimand	\$156,239	\$170,971	\$14,732
Brighton	\$238,980	\$266,103	\$27,122
Centre Hastings	\$33,860	\$37,680	\$3,820
Cramahe	\$124,847	\$137,197	\$12,350
Quinte West	\$637,443	\$704,646	\$67,202
Stirling-Rawdon	\$56,290	\$62,740	\$6,450
Trent Hills	\$243,350	\$267,535	\$24,185

LOWER TRENT REGION CONSERVATION AUTHORITY

2026 CAPITAL BUDGET - DRAFT

CAPITAL ASSET CATEGORY	PROJECTED OPENING RESERVE BALANCE 2026	2026 PLANNED CAPITAL PROJECTS	2026 PLANNED CAPITAL COSTS	2026 REVENUE SOURCES		2026 NET REVENUE	PROJECTED CLOSING RESERVE BALANCE 2026
				Municipal Capital Allocation	From / (To) Reserves		
Information Technology Infrastructure	\$55,752	Cloud System Owl, Projector Cell phones Computers Sub-total	\$22,000 \$4,500 \$7,200 \$22,400 \$56,100	\$12,000	\$44,100	\$56,100	\$11,652
Vehicles and Heavy Equipment Vehicles Heavy Equipment	\$35,416	Truck loan repayment Saws, trailcounter, etc. Sub-total	\$18,420 \$6,100 \$24,520	\$30,550	-\$6,030	\$24,520	\$41,446
Buildings, Structures and Bridges	\$117,720	Conditions Assessments Admin bldg toilets Admin bldg repairs Sub-total	\$20,500 \$1,500 \$10,000 \$32,000	\$32,000	\$0	\$32,000	\$117,720
Special Projects Flood and Erosion Control Watershed Monitoring	\$74,335	Barry Heights channel clean out Survey eqpt, GPS units Sub-total	\$11,000 \$11,600 \$22,600	\$3,680	\$18,920	\$22,600	\$55,415
Land Infrastructure	\$56,858	Signage Plan phase 2	\$18,000	\$19,875	-\$1,875	\$18,000	\$58,733
TOTALS	\$340,081		\$153,220	\$98,105	\$55,115	\$153,220	\$284,966

2026 V3 DRAFT Budget: Municipal Allocations (*previously "Levy"*) and MOU/Agreement Amounts

Program	Total Cost to Municipalities	Alnwick/ Haldimand	Cramahe	Brighton	Stirling-Rawdon	Trent Hills	Centre Hastings	Quinte West	Other Revenue
Category 1 Programs Allocations									
Operations (<i>previously General Levy</i>)	\$1,548,765.56	\$160,786.09	\$129,023.78	\$250,250.76	\$59,002.37	\$251,597.65	\$35,435.49	\$662,669.41	
Capital Levy	\$98,105.00	\$10,184.83	\$8,172.88	\$15,851.88	\$3,737.45	\$15,937.20	\$2,244.63	\$41,976.13	
Total Municipal Alloc. 2026 - Category 1	\$1,646,870.56	\$170,970.92	\$137,196.67	\$266,102.64	\$62,739.82	\$267,534.86	\$37,680.12	\$704,645.54	
Total Municipal Levy - 2025 Category 1	\$1,491,008.83	\$156,238.72	\$124,846.96	\$238,980.49	\$56,290.00	\$243,349.70	\$33,859.78	\$637,443.18	
Change between 2025 and 2026		\$14,732.20	\$12,349.71	\$27,122.15	\$6,449.82	\$24,185.16	\$3,820.34	\$67,202.36	
% Change between 2025 and 2026	10%	9%	10%	11%	11%	10%	11%	11%	
Category 2 Programs									
Risk Management Official/Inspector	\$79,961.54	\$2,660.64	\$2,996.15	\$3,529.20	\$35,204.76	\$35,570.79	\$0.00	\$0.00	\$24,629.62
Source Protection Education	\$16,958.35	\$519.74	\$595.43	\$539.92	\$5,554.44	\$6,277.20	\$0.00	\$3,471.63	\$4,529.03
Sub-Total Local Source Protection	\$96,919.89	\$3,180.37	\$3,591.58	\$4,069.12	\$40,759.20	\$41,847.99	\$0.00	\$3,471.63	\$29,158.64
Non-Owned Flood/Erosion Control Structures inspections	\$6,792.95				\$849.00	\$1,698.00	\$0.00	\$4,246.00	<i>Above amount from 2025 Surplus</i>
Total MOUs 2026 - Category 2	\$103,712.85	\$3,180.37	\$3,591.58	\$4,069.12	\$41,608.20	\$43,545.99	\$0.00	\$7,717.63	\$29,158.64
Total MOUs - 2025 Category 2 - updated post-approval	\$96,508.64	\$2,944.79	\$3,325.54	\$3,767.70	\$38,586.00	\$40,440.14	\$0.00	\$7,444.48	\$25,445.53
Change between 2025 and 2026		\$235.58	\$266.04	\$301.42	\$3,022.20	\$3,105.85	\$0.00	\$273.16	
% Change between 2025 and 2026	7.5%	8.0%	8.0%	8.0%	7.8%	7.7%		3.7%	14.6%
Category 3 Programs									
Youth Education	\$46,545.67	\$4,832.00	\$3,878.00	\$7,521.00	\$1,773.00	\$7,561.00	\$1,065.00	\$19,916.00	\$8,000.00
Stewardship/Outreach	\$14,654.85	\$1,521.00	\$1,221.00	\$2,368.00	\$558.00	\$2,381.00	\$335.00	\$6,270.00	
Monitoring	\$50,675.93	\$5,261.00	\$4,222.00	\$8,188.00	\$1,931.00	\$8,232.00	\$1,159.00	\$21,683.00	
Total MOUs - Category 3	\$111,876.45	\$11,614.00	\$9,321.00	\$18,077.00	\$4,262.00	\$18,174.00	\$2,559.00	\$47,869.00	\$8,000.00
Total MOUs - 2025 Category 3 - updated post-approval	\$117,023.00	\$12,262.00	\$9,799.00	\$18,757.00	\$4,418.00	\$19,099.00	\$2,658.00	\$50,031.00	\$27,810.46
Change between 2025 and 2026		-\$648.00	-\$478.00	-\$680.00	-\$156.00	-\$925.00	-\$99.00	-\$2,162.00	
% Change between 2025 and 2026	-4.4%	-5.3%	-4.9%	-3.6%	-3.5%	-4.8%	-3.7%	-4.3%	-71.2%
TOTAL MOUs - Categories 2&3	\$215,589.29	\$14,794.37	\$12,912.58	\$22,146.12	\$45,870.20	\$61,719.99	\$2,559.00	\$55,586.63	\$37,158.64
OVERALL % CHANGE - CAT 1,2,3									
2026 TOTAL Mun. Alloc and MOUs Cat1,2,3	\$1,862,459.85	\$185,765.29	\$150,109.24	\$288,248.76	\$108,610.02	\$329,254.85	\$40,239.12	\$760,232.17	\$37,158.64
2025 TOTAL Mun. Alloc and MOUs Cat1,2,3	\$1,704,540.47	\$171,445.51	\$137,971.49	\$261,505.19	\$99,294.00	\$302,888.84	\$36,517.78	\$694,918.65	\$53,255.99
Change between 2025 and 2026		\$14,319.78	\$12,137.75	\$26,743.56	\$9,316.02	\$26,366.01	\$3,721.34	\$65,313.52	
% Change between 2025 and 2026	9.26%	8.35%	8.80%	10.23%	9.38%	8.70%	10.19%	9.40%	-30.23%

Agenda Item #17



LOWER TRENT
CONSERVATION

STAFF REPORT

Date: December 3, 2025
To: LTC Board of Directors
Re: Capital Asset Management Plan
Prepared by: Chitra Gowda, Manager, Corporate Services and
 Rhonda Bateman, CAO

PROPOSED RESOLUTION:

THAT the Draft Capital Asset Management Plan be accepted as information and that it be considered for implementation in 2027; and
 THAT the Capital Asset Management Plan be included in future budget preparations.

BACKGROUND:

In carrying out its responsibilities, Lower Trent Conservation manages a diverse range of assets. The Lower Trent Conservation capital asset categories are listed below:

1. Information Technology Infrastructure
2. Vehicles and Heavy Equipment
3. Buildings and Structures
4. Land Infrastructure
5. Conservation Lands
6. Watershed Projects (Flood and Erosion Control Infrastructure and Watershed Monitoring Equipment).

A preliminary capital asset management plan was developed in 2020, with the goal of responsibly managing capital assets owned by Lower Trent Conservation. It provided an outlook of potential capital expenditures and preliminary estimates for the period of 2021 to 2025. A new capital asset management plan and associated comprehensive supporting database was coordinated and developed in 2025 by Corporate Services management staff, with input from staff experts of multiple program areas in regard to program specific applicable assets. It explains and determines in detail how Lower Trent Conservation manages its capital assets. The supporting database maps out several key data and information including the life cycle of the capital assets.

The goals of the Lower Trent Conservation Capital Asset Management Plan are to:

- Ensure business continuity and public safety.
- Maintain the required service of the capital assets.
- Optimize investments for the short and long-term.
- Provide transparency in asset management.

DISCUSSION:

The capital asset management plan is an essential part of Lower Trent Conservation's ongoing fiscal responsibility framework, as it guides the purchase, use, maintenance, and disposal of every asset Lower Trent Conservation required to conduct business. This plan helps streamline productivity and delivery, with minimal loss of capital, while remaining accountable and transparent.

For this capital asset management plan to be effective and meaningful, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow Lower Trent

Agenda Item #17

Conservation to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements. As outlined below, the following are key components of consideration:

- Major repairs, upgrade/improvement, replacements and their costs
- Cost increases due to inflation, labour, etc.
- Public health and safety
- Program delivery, accountability and transparency
- Growth and development in the watershed
- Five-year plan update cycle, with the ability to review earlier as required.

Funding sources and opportunities are listed below, and are not exhaustive:

- Municipal allocations
- Reserves
- Provincial and federal government funding
- Bank loans
- Sponsorships, donations, fundraising
- Asset naming rights opportunities.

To supplement the long-term funding strategy that typically includes municipal allocations, reserves and government grant funding, it is recommended that sponsorships, donations, fundraising and asset naming rights opportunities be considered. Lower Trent Conservation established a Board-approved policy in 2025 to guide asset naming rights towards additional revenue generation that may support financial planning for buildings and structures assets.

The annual capital budget required to support the next 10-year plan is summarized below. The Capital Assets Management Plan will be reviewed annually and updated every five years, unless circumstances arise requiring an earlier review.

Capital Asset Category	Annual Capital Budget Amount
Information Technology Infrastructure	\$53,837
Vehicles and Heavy Equipment	\$29,049
Buildings and Structures	\$22,950
Land Infrastructure	\$9,200
Watershed Projects - Flood and Erosion Control Infrastructure	\$3,750
Watershed Projects - Watershed Monitoring Equipment	\$3,660
Total Annual Capital Budget	\$122,446

RECOMMENDATION:

THAT the Draft Capital Asset Management Plan be accepted as information and that it be considered for implementation in 2027; and

THAT the Capital Asset Management Plan be included in future budget preparations.



Capital Asset Management Plan 2025

Version List:

No.	Effective Date	Approved by Board of Directors By Resolution
1	July 9, 2020	#G81/20
2	December 11, 2025	

Table of Contents

Definitions	2
1.0 Introduction	3
1.1 Lower Trent Conservation.....	3
1.2 Growth and Development in the Watershed	4
1.3 Legislation and Standards for Capital Assets	5
1.4 Capital Asset Management Planning	7
1.5 Reserves, Capital Expenditures and Accountability	9
2.0 Scope and Methodology	10
2.1 Capital Asset Categories and Designated Reserves	10
2.2 Capital Asset Database.....	12
2.3 Capitalization Thresholds	12
2.4 Amortization Rates/Depreciation	14
2.5 Major Repairs and Replacement Costs	15
3.0 Analysis of Assets	16
3.1 Information Technology Infrastructure	16
3.2 Vehicles and Heavy Equipment.....	20
3.3 Buildings and Structures	24
3.4 Land Infrastructure	30
3.5 Conservation Lands	34
3.6 Watershed Projects.....	37
4.0 Financial Strategy	46
4.1 Funding Objectives.....	46
4.2 Recommendations	47
5.0 Conclusion	48
Appendices.....	49
Appendix A: Minister Approval for Land Disposition_LTRCA_Trenton_QuinteWest	49

Definitions

Addition: to buy or build a new asset.

Amortization: also commonly known as depreciation, it is the allocation of cost (less the residual value) of a tangible capital asset to operating periods (such as a calendar year) over its useful life.

Asset: economic resources within the control of the Lower Trent Conservation resulting from past transactions or events and from which future economic benefits may be obtained.

Tangible Capital Asset: Per the Public Sector Accounting Standards (PSAS) section PS 3150, tangible capital assets (TCA) are non-financial assets having physical substance that:

- a) are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- b) have useful economic lives extending beyond an accounting period;
- c) are used on a continuing basis; and
- d) are not for resale in the ordinary course of operations.

Capital Asset: In this document, the term tangible capital asset and capital asset are used interchangeably.

Betterment: a cost incurred to enhance the service potential of a tangible capital asset (TCA). Such an expense would be included in the cost of the TCA. Service potential is enhanced when costs are incurred to: extend the useful life; increase the service capacity; or lower operating costs.

Capitalization Threshold: the value at or above which tangible capital assets are capitalized and reported in the financial statements. Each tangible capital asset category is assigned a capitalization threshold.

Disposal: to sell, decommission, or demolish an asset.

Level of Service: the description of service output for a particular activity or service area against which performance may be measured.

Pooled Tangible Capital Assets: a grouping of individual tangible capital assets of similar physical characteristics, use, and useful life. Pooled assets may not meet the single asset capitalization threshold individually, however when pooled together they meet or exceed the relevant capitalization threshold. Pooled tangible capital assets will be tracked by year of purchase.

Residual Value: is the estimated net realizable value of a tangible capital asset at the end of its useful life to a local government. Also commonly referred to as salvage value.

1.0 Introduction

1.1 Lower Trent Conservation

The Lower Trent Region Conservation Authority or Lower Trent Conservation was formed in 1968 to protect, restore and manage water and other natural resources within the Lower Trent Conservation watershed region. Conservation Authorities are watershed-based, non-profit organizations in Ontario, formed under the *Conservation Authorities Act*.

The Lower Trent Conservation watershed region includes the furthest downstream section of the Trent River watershed, encompassing 2,070 square kilometers. It includes the Trent River, which flows out of Rice Lake to the Bay of Quinte at Trenton, and the watersheds of eight main tributaries. The watershed region also includes a number of smaller watercourses that flow directly into Lake Ontario and the Bay of Quinte from Grafton to Quinte West.

Lower Trent Conservation is accountable to the residents of its watershed through its Board of Directors appointed by the elected councils of each member municipality. The Lower Trent Conservation Board of Directors is comprised of 10 members representing the 7 municipalities located either entirely, or partly within the Lower Trent watershed region.

Lower Trent Conservation's **Strategic Plan** (2018-2028) establishes our vision, mission, and values:

Vision: Healthy Watersheds for Healthy Communities

Mission: To protect land, water and living things by working with and inspiring others.

The Strategic Plan (2018-2028) is available at the website below.

<https://ltc.on.ca/wp-content/uploads/2023/01/Strategic-Plan-2018-reduced.pdf?x32069>

Our vision exemplifies the link between a healthy environment and the economic and social health of our communities, as well as the physical and mental health of the people who live here. Our mission statement sets out our reason for being – to protect the local environment, working with other partners to achieve our goals. Our values are listed below:

- Integrity, accountability and transparency
- Being adaptive and embracing change
- Supporting staff excellence and wellness
- Partnerships, collaboration and teamwork
- Continuous improvement and innovation
- Providing quality service.

Lower Trent Conservation's capital assets infrastructure is aging, while the demand for better public services is growing in response to higher standards of safety, health, environmental protection, and growth. The process of aligning an organization's strategic plan and capital asset management plan provides clarity to internal and external stakeholders of why their contributions are needed and how their actions contribute to the organization's mission while supporting the capital

infrastructure needed to perform many of the programs and services provided by Lower Trent Conservation.

1.2 Growth and Development in the Watershed

The demand for infrastructure and services changes over time due to internal and external factors. These factors primarily include population and demographic changes which may impact the number of visitors to Lower Trent Conservation, the types and quantities of infrastructure users desire, and the cost impacts of the above. Further legislative demands may impact what infrastructure Lower Trent Conservation owns and how it must be managed. Understanding the key drivers of growth and demand better equips Lower Trent Conservation to plan for infrastructure investment.

Lower Trent Conservation serves seven (7) municipalities which have a combined population of over 96,000 persons. **Table 1** below summarizes population by municipality in 2016 and 2021 and the average percentage change. While Lower Trent Conservation does not have jurisdiction over 100% of each municipality and its assets may not be affected in the same way or to the same extent as municipal assets by population growth, it is still a relevant and impactful parameter that affects the organization and their assets. Understanding growth patterns and projections for the municipalities Lower Trent Conservation serves is therefore important to the effective management of Lower Trent Conservation's assets.

Table 1: Population Changes

Municipality	Population 2016	Population 2021	% change	% of area within LTC Watershed	Estimated Population 2021 in Watershed
Alnwick-Haldimand	6,869	7,743	8.8	88	6,576
Brighton	11,844	12,108	2.2	100	12,108
Centre Hastings	4,774	4,801	0.6	44	2,112
Cramahe	6,355	6,509	2.4	100	6,509
Quinte West	43,577	46,560	6.8	77	35,851
Stirling-Rawdon	4,882	5,015	2.7	76	3,811
Trent Hills	12,900	13,861	7.4	94	12,960
Total	91,201	96,597	Average: 4.4%		79,928

Data sources: Population 2016 and 2021: Statistics Canada; Percent within Lower Trent Conservation (LTC) watershed: Ministry of Natural Resources

Over the same period (2016-2021) population growth in the entire Province of Ontario was 5.8%. Although population growth within LTC's watershed appears slightly lower than the provincial average in 2021, growth has surged within LTC's watershed from 2021 onward and is projected to be above the provincial average.

Census Canada will next report on population growth in 2026, therefore more current data is not available to Lower Trent Conservation at the time this capital asset management plan was developed. The projected population growth indicates that the demand for services offered by Lower Trent Conservation may increase and continue to increase which may affect the assets used to facilitate services offered by Lower Trent Conservation, including their condition, expected remaining useful life, and the capital cost to rehabilitate and replace them.

1.3 Legislation and Standards for Capital Assets

The **Public Sector Accounting Board (PSAB)** standards require local governments and others including Conservation Authorities to report on their tangible capital assets in their audited Financial Statements. Tangible capital assets must be accounted for using historical cost valuation and these costs are amortized over the estimated life of each asset in accordance with section PS 3150 as approved by the Canadian Institute of Chartered Accountants Public Sector Accounting Standards (PSAS) Board. PS 3150 reporting requirements do not apply to intangible assets, natural resources and Crown lands.

Per the Public Sector Accounting Standards (PSAS) PS 3150, tangible capital assets (TCA) are non-financial assets having physical substance that:

- a) are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- b) have useful economic lives extending beyond an accounting period;
- c) are used on a continuing basis; and
- d) are not for resale in the ordinary course of operations.

Under the PS 3150, the full cost of acquisition or construction of an asset is no longer recognized as expenditure in the year in which it occurs. Instead, the cost of the asset is spread over the asset's estimated useful life as amortization expense.

By following the standards required to be PSAB compliant, Lower Trent Conservation is able to look forward and make informed decisions on life expectancy of our Tangible Capital Assets by reviewing current value, asset condition, amortization rates, levels of service and estimated future replacement costs. Lower Trent Conservation uses this information to complete financial reporting, provide a statement of what is owned, the cost of acquisition and the amortized values while remaining accountable and transparent.

While not legislatively required for Lower Trent Conservation, this capital asset management plan also strives to meet the greatest extent reasonably possible, the reporting requirements of O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure. Currently this is Ontario's most rigorous legislative reporting requirement for Asset Management Planning and Reporting at municipalities.

Further, ISO 55000 defines asset management as the “coordinated activity of an organization to realize value from assets”. Understanding what interventions Lower Trent Conservations assets require, the timing and cost of those interventions, and the risks held are central to preserving assets so that they can be used to deliver value. The ability to deliver value also requires an understanding of the goals and objectives of the asset owners. For Lower Trent Conservation, our strategic plan outlines these overarching goals. The annual business plans outline the yearly capital projects, as approved by the board. Through the identification of strategic goals and annual projects, asset management practices and decisions can be aligned to support strategic goal advancement.

In this document, the term tangible capital assets and capital assets are used interchangeably.

1.4 Capital Asset Management Planning

1.4.1 Capital Asset Category List

In carrying out its responsibilities, Lower Trent Conservation manages a diverse range of assets. The Lower Trent Conservation capital asset categories are listed below:

1. Information Technology Infrastructure
2. Vehicles and Heavy Equipment
3. Buildings and Structures
4. Land Infrastructure
5. Conservation Lands
6. Watershed Projects (Flood and Erosion Control Infrastructure and Watershed Monitoring Equipment)

Figure 1 below provides an overview of Lower Trent Conservation program areas under which the assets are managed.

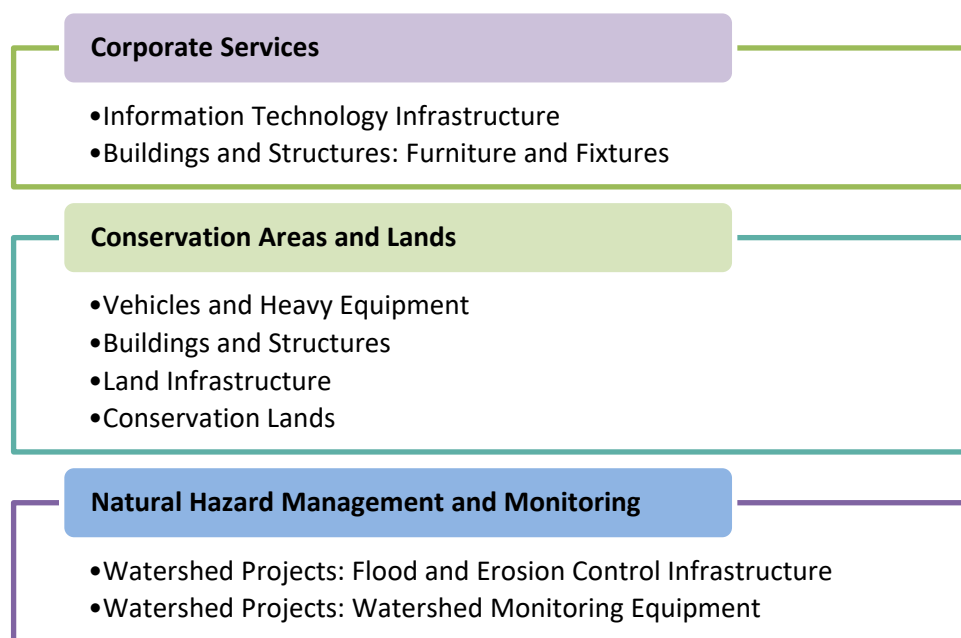


Figure 1: Lower Trent Conservation Program Areas and Assets

1.4.2 Capital Asset Management Plan

The capital asset management plan was developed to explain and determine how Lower Trent Conservation manages its capital assets. It is an essential part of Lower Trent Conservation's ongoing fiscal responsibility framework, as it guides the purchase, use, maintenance, and disposal of every asset Lower Trent Conservation needs in order to conduct business. This plan helps streamline productivity and delivery, with minimal loss of capital.

The goals of the Lower Trent Conservation Capital Asset Management Plan are to:

- Ensure business continuity and public safety.
- Maintain the required service of the capital assets.
- Optimize investments for the short and long-term.
- Provide transparency in asset management.

The objectives of the Capital Asset Management Plan are the following:

- Inventory, monitor, and manage the capital assets throughout their lifecycle.
- Operate and maintain the capital assets as required.
- Continuously improve by tracking and analysis of asset history.
- Ensure funding availability to maintain business continuity and public safety.
- Consider evolving conditions (e.g. regulatory, economic, climatic, technological) in long-term investments and anticipate long-term consequences of decisions.

The capital asset management plan supports Lower Trent Conservation's budgeting, planning, and forecasting processes – all of which will bring benefits to the budgeting process, by improving collaboration between user groups, and enhancing data quality and reliability.

This plan identifies the capital assets owned by Lower Trent Conservation, known condition of assets, and the anticipated needs to maintain our infrastructure as we move forward. It also provides estimates regarding future needs from the perspectives of preserving existing infrastructure and also anticipated future new asset acquisitions and capacity enhancements. A determination was made of which assets need to be managed and replaced based on a number of years cycle respective to the assets' lifespan.

A preliminary capital asset management plan was developed in 2020, with the goal of responsibly managing capital assets owned by Lower Trent Conservation. It provided an outlook of potential capital expenditures and preliminary estimates for the period of 2021 to 2025. A new capital asset management plan and associated comprehensive supporting database was coordinated and developed in 2025 by Corporate Services management staff, with input from staff experts of multiple program areas in regard to program specific applicable assets. It explains and determines in detail how Lower Trent Conservation manages its capital assets. The supporting database maps out several key data and information including the life cycle of the capital assets.

The capital asset management plan is an essential part of Lower Trent Conservation's ongoing fiscal responsibility framework, as it guides the purchase, use, maintenance, and disposal of every tangible capital asset that Lower Trent Conservation needs in order to conduct business.

1.5 Reserves, Capital Expenditures and Accountability

Lower Trent Conservation holds restricted reserve balances that require motions (resolutions) from the Board of Directors to put funds into these reserves and to draw upon them. Through the annual budget approval process, capital expenditures and use of designated capital reserves are discussed and approved by the Board of Directors. This process involves comprehensive review by the Budget Subcommittee, which includes membership from the Board, the Chief Administrative Officer, and Manager, Corporate Services.

The Lower Trent Conservation Board of Directors is comprised of ten elected officials appointed by their respective municipalities to represent the seven member municipalities located either entirely or partly within the watershed jurisdiction. After the annual budget is approved by the Board of Directors, member municipalities provide amounts including those towards the total watershed capital expenses. These amounts are based on allocation percentages set by the provincial government on an annual basis.

Any part of the capital budget that is unspent in the current fiscal year would be carried over as part of the following year's capital funds to help ensure designated usage towards capital asset expenses such as major repairs and replacements. This established watershed governance framework, coupled with the annual audit process, supports accountability and transparency in budget planning and capital asset management. **Table 2** below provides the designated reserves including those that may be used for tangible capital assets.

Table 2: Lower Trent Conservation Reserve Accounts

No.	Reserve Accounts	Tangible Capital Asset Expenses
1	Information Technology Infrastructure	Yes
2	Vehicle and Heavy Equipment	Yes
3	Buildings and Structures a) Buildings and Structures Reserve b) Shell Canada Funding for Goodrich Loomis Conservation Centre	Yes
4	Land Infrastructure	Yes
5	Conservation Lands a) Conservation Lands Reserve b) Restricted Lands Reserve	Yes
6	Watershed Projects (previously called Special Projects)	Yes
7	Legal Fees	No
8	Community Stewardship	No
9	Youth Education	No

2.0 Scope and Methodology

2.1 Capital Asset Categories and Designated Reserves

The Table 3 below summarizes the six (6) capital asset categories at Lower Trent Conservation:

Table 3: Capital Asset Categories and Designated Reserves

No.	Capital Asset Category Description and Alignment with Designated Reserves
1	<p>Information Technology Infrastructure</p> <p>This asset category and its designated Reserve apply to the purchase of hardware and software infrastructure for Lower Trent Conservation operations.</p> <ul style="list-style-type: none"> • Hardware: Includes computers, monitors, tablets, TVs, phones (landlines and cells), printer/fax/photocopier, plotter, postage machine and other supportive information technology infrastructure. • Software: Various software infrastructure including Microsoft 365 (hosts MSOffice, SharePoint Online, etc.), VEEAM cloud back up and recovery, AZURE (hosts geographical information systems/GIS), etc.
2	<p>Vehicle and Heavy Equipment</p> <p>This asset category and its designated Reserve apply to the purchase of fleet vehicles (cars, trucks, etc.) and heavy equipment (tractor, trailer, commercial lawn mower, etc.).</p>
3	<p>Buildings and Structures</p> <p>This asset category is supported by two separate reserves:</p> <p>A) The Buildings and Structures Reserve applies to any major repairs or upgrades to Lower Trent Conservation buildings, structural additions, or towards the purchase of new facilities. The assets include:</p> <ul style="list-style-type: none"> • Buildings: includes the administrative office, workshop, Goodrich Loomis Conservation Centre, etc. • Structures: additions to buildings, such as: garages, domes, quonsets, sheds, Kings Mill dam, etc. • Furniture and fixtures: includes flooring (tiles, carpet, linoleum etc.), windows, lighting, doors, etc. <p>B) The Shell Canada Funding Reserve is used for capital improvements at the Goodrich-Loomis Conservation Centre. A Board resolution is required to access these funds from a short-term investment account.</p> <p><i>Note: bridges are no longer included in this asset category.</i></p>
4	<p>Land Infrastructure</p> <p>This asset category and its designated Reserve apply to major repairs and upgrades to infrastructure located on properties owned by Lower Trent Conservation including conservation areas and lands adjacent to Lower Trent Conservation facilities. Land infrastructure includes parking areas, trails, bridges, towers, gazebos/pavilions, signage, fencing, gates, hand rails, etc.</p>

No.	Capital Asset Category Description and Alignment with Designated Reserves
5	<p>Conservation Lands</p> <p>The Conservation Lands asset category is supported by two separate reserves as follows:</p> <p>A) The non-restricted Conservation Lands Reserve applies to the purchase of additional Lower Trent Conservation properties. This includes conservation area lands and/or any administrative lands.</p> <p>B) The Restricted Lands Reserve can only be used for the following:</p> <ul style="list-style-type: none"> • Flood control operations, major maintenance of flood control structures and related flood control studies. • Acquisition of provincially significant conservation lands including valley lands, hazard lands, wetlands, headwater recharge and discharge areas, forested areas, but not including land where the primary purpose is for the generation of revenue. • Hazard land mapping in support of the conservation authority municipal plan input for land use planning for consistency with the natural hazard policies of the Provincial Policy Statement under the <i>Planning Act</i>. <p>Note: The Restricted Lands Reserve (previously called the Provincial Lands Reserve) is established using funds from the sale of conservation lands. The sale of such lands require approval from the Ministry of the Environment, Conservation and Parks. See Appendix B for more information.</p>
6	<p>Watershed Projects</p> <p>This asset category and its designated Reserve is used for watershed studies, watershed plans, monitoring programs, flood and erosion control projects, or any special project as approved by the Board of Directors.</p> <ul style="list-style-type: none"> • Flood and Erosion Control Infrastructure: for the replacement and maintenance costs for existing flood infrastructure not covered by Water Erosion and Control Infrastructure (WECl) funding. • Watershed Monitoring Equipment: for the replacement and maintenance of data loggers, sensors, shelters, probes and specialized monitoring equipment. <p><i>Note: this asset category was previously called Special Projects.</i></p>

2.2 Capital Asset Database

In 2016, an asset database was developed and maintained on a SQL server using Microsoft SharePoint. The database was organized into four main asset categories to support tracking asset inventory: computers, equipment, lands and structures, and vehicles. Corporate Services staff maintained the database by regularly entering key data and information, which in turn supported capital asset management.

In 2025, the database structure was modernized by Corporate Services management staff to improve efficiencies in the collection, management and use of comprehensive data and information. In turn, this supports capital assets maintenance, management, planning, and decision making. The new database structure is based on the six capital asset categories defined in this capital asset management plan. It plans out the next twenty years in practical 5-year blocks that coincide with plan updates carried out every five years. It includes inventory details, major repairs and maintenance (both completed and required), purchase costs, acquired dates, replacement dates, etc. Further, where necessary, category assets are grouped into classes to help rationalize lifecycles of similar types of capital assets and related methods of replacement cost estimates. These are described in detail in Section 3, by asset category.

Lower Trent Conservation program area staff helped populate the new capital assets database, including data from the previous database. The new database is being used to develop a cloud-based, centralized system which will be used frequently by Corporate Services staff to maintain an up-to-date database.

2.3 Capitalization Thresholds

Thresholds are established to determine the value above which assets are capitalized and reported in the financial statements under capital expenses. Any acquisition below this amount would be considered as operational expenses in the year of acquisition.

Assets can be pooled together, where such a grouping of individual assets have similar physical characteristics, use, and useful life. Pooled assets may not meet the single asset capitalization threshold individually; however when pooled together they meet or exceed the relevant capitalization threshold. Pooled tangible capital assets are tracked by year of purchase. Examples of these items include computers, furniture and fixtures and office equipment.

Capitalization thresholds are listed in the Table below.

Table 4: Capitalization Thresholds by Asset Category

No.	Capital Asset Categories	Capitalization Thresholds
1	Information Technology Infrastructure a) Individual item b) Pooling of similar items	a) \$2,000 b) Less than \$1,000 per similar item, pooled to meet the \$2,000 threshold
2	Vehicles and Heavy Equipment	\$5,000
3	Buildings and Structures a) Buildings b) Structural additions c) Furniture and Fixtures – individual item d) Furniture and Fixtures – pooling of similar items	a) \$10,000 b) \$10,000 c) \$2,000 d) Less than \$1,000 per similar item, pooled to meet the \$2,000 threshold
4	Land Infrastructure (e.g.: signage, parking lots, roads, kiosks, bridges, gates)	a) \$10,000 b) Less than \$5,000 per similar item, pooled to meet the \$10,000 threshold
5	Conservation Lands	All values
6a	Watershed Projects - Flood and Erosion Control Infrastructure	\$10,000
6b	Watershed Projects - Watershed Monitoring Equipment a) Individual item b) Pooling of similar items (e.g.: water quality sensors)	c) \$2,500 d) Less than \$1,000 per similar item, pooled to meet the \$2,500 threshold

2.4 Amortization Rates/Depreciation

The Public Sector Accounting Standards (PSAS) section PS 3150 states that the cost of a tangibles capital asset with a limited life, less any residual value, be amortized over its useful life in a rational and systematic manner appropriate to its nature and use by an organization.

In other words, amortization is the allocation of cost (less the residual value) of a tangible capital asset to operating periods (such as a calendar year) over its useful life. Amortization is also commonly known as 'depreciation'.

The method of asset amortization and established useful life is reviewed on a regular basis and considered in the capital asset management plan update cycle, or sooner if needed. The amortization method reflects the pattern in which an organization consumes the tangible capital asset's economic benefits or service potential in the provision of services. The amortization rates for Lower Trent Conservation capital assets are identified in the Table below.

Table 5: Amortization Rates

No.	Capital Asset Categories	Amortization Rates
1	Information Technology Infrastructure a) Hardware - office equipment (e.g. photocopier) b) Hardware - other c) Software	a) 30% declining balance b) 45% declining balance c) 30% declining balance
2	Vehicles and Heavy Equipment a) Vehicles b) Heavy equipment	a) 30% declining balance b) 20% declining balance
3	Buildings and Structures a) Buildings b) Structural additions c) Furniture and Fixtures	a) 2.5% declining balance b) 2.5% declining balance c) 20% declining balance
4	Land Infrastructure (parking lots, roads, bridges, trails, etc.)	2.5% declining balance
5	Conservation Lands	Not applicable
6a	Watershed Projects - Flood and Erosion Control Infrastructure	2.5% declining balance
6b	Watershed Projects - Watershed Monitoring Equipment	20% declining balance

2.5 Major Repairs and Replacement Costs

Major repairs to capital assets are accounted for based on staff experience. These are infrequent occurrences that significantly improve the asset or extend its usable life, for example upgrading the heating, cooling, or plumbing systems in a building; and installing a new engine or transmission system in a vehicle.

Current market price values available were used to estimate replacement costs of applicable capital assets, for the immediate 5-year period (from 2026 to 2030). Land replacement is not applicable.

Program area staff provided input on preferred betterment for some capital assets at their end of lifecycle; for example a change in the make/types of certain vehicles and heavy equipment based on forecasted program needs.

For replacement cost estimated beyond 2030, adjustment factors were applied to the current market prices based on consumer price index and known market price changes that occurred in the past few years. It is assumed that these estimates will be revisited and adjusted as required. The Capital Assets Management Plan will be reviewed annually and updated every five years, unless circumstances arise requiring an earlier review.

3.0 Analysis of Assets

3.1 Information Technology Infrastructure

3.1.1 Strategic Direction

In 2025, Lower Trent Conservation's Information Technology (IT) infrastructure has initiated major modernization to support reliable, secure, and efficient service delivery. The organization is transitioning from traditional, locally hosted systems toward a cloud-first model built around Infrastructure as a Service (IaaS) and Software as a Service (SaaS) platforms. This direction:

- Improves system reliability and availability;
- Enhances disaster recovery and data integrity;
- Reduces maintenance and hardware replacement costs;
- Strengthens cybersecurity and operational flexibility.

The long-term objective is to retire most on-premises server infrastructure and migrate business-critical systems to managed cloud environments, primarily through Microsoft Azure and Microsoft 365 infrastructure.

3.1.2 Background

Lower Trent Conservation depends on a range of digital tools and systems to support environmental programs, regulatory functions, and administrative operations. These tools include:

- **Hardware:** Computers, laptops, and network equipment that provide staff access to core applications and resources.
- **Software and Cloud Services:** Platforms supporting communication, collaboration, data management, and GIS operations.

Lower Trent Conservation's environment continues to evolve toward full cloud integration, aligning with industry standards for security, resiliency, and digital service delivery.

3.1.3 Inventory and Estimated Costs

3.1.3.1 Software and Cloud Services

Lower Trent Conservation's operations rely on interconnected systems that ensure secure, continuous access to data, applications, and communications. Business continuity and cybersecurity are central to the management of these systems, supporting approximately 25 staff.

Current Environment

Lower Trent Conservation operates primarily within the Microsoft 365 and Azure ecosystems, providing secure, redundant, and scalable access to corporate systems. Key services include:

- **Microsoft 365 Infrastructure (SharePoint Online, MS Office, Exchange Online, Teams):** Cloud-based collaboration and communication tools for file management, meetings, and document sharing, approximately \$7,000 per year.

- **Azure Infrastructure as a Service (IaaS):** Hosts GIS, database, and business applications in a managed cloud environment, replacing legacy VMware servers, approximately \$10,000 one-time cost in 2026 and \$6,000 per year thereafter .
- **Azure Active Directory:** Centralized identity and access management across all systems, approximately \$10,000 one-time cost in 2026 and \$6,000 per year thereafter.
- **VEEAM Cloud Backup and Recovery:** Protects data across Microsoft 365 and Azure-hosted workloads, approximately \$4,800 per year.

This transition significantly reduces dependency on physical servers and enhances operational resilience. In addition to the above, in 2027 it is planned to pilot a GeoHub open data repository on our website for a cost of approximately \$2,000, leveraging the ArcGIS enterprise. In 2028, it is planned to host an online store which may cost approximately \$2,000 to set up and support – in turn this is expected to be an additional revenue source.

Next Steps

- Complete migration of locally hosted applications (e.g., SQL Server, ArcGIS Server, File Shares, Active Directory) to Azure-hosted equivalents.
- Decommission the remaining on-premises VMware environment following successful migration.
- Continue evaluating cost and performance optimization opportunities within Microsoft's cloud service model.

3.1.3.2 Network Infrastructure and Hardware

Network and Connectivity Renewal Initiative

Lower Trent Conservation's network renewal program ensures that critical infrastructure components (such as cables, routers, modems etc.) are refreshed within their expected lifecycle to maintain compatibility with cloud-hosted systems and evolving security standards, supporting the needs of approximately 25 staff.

Goals

- Maintain high availability and performance for cloud-based services;
- Ensure network security and reliability;
- Minimize unplanned downtime through proactive replacement cycles.

Future investments will focus on optimizing connectivity to cloud services rather than maintaining local server capacity. Similar assets can be pooled in one fiscal year to meet the threshold for capital expenditures. Internet usage costs are considered operating costs.

Server Decommissioning and Transition Initiative

As Lower Trent Conservation transitions to Azure-hosted infrastructure, the need for a local server environment will be phased out. A limited set of on-premises systems will be retained only where required for network operations.

Objectives:

- Decommission legacy servers and storage systems as workloads migrate to IaaS;
- Reduce maintenance requirements and physical hardware dependency;
- Consolidate system administration under centralized, cloud-based management.

Routine inspection and monitoring will continue until the transition is complete.

Workstation Lifecycle and Modernization Initiative

Workstations include desktop computers, laptops, tablets, TVs, and necessary peripheral devices such as keyboards, monitors, and docking stations supporting the needs of approximately 25 staff. These are estimated to be around \$3,200 per workstation (often including required peripherals), with up to seven replacements budgeted per year.

- **Standard Workstations:** Configured for Microsoft 365 and SharePoint Online access and used across administrative and field offices.
- **Specialized Workstations:** Deployed for technical staff using GIS, design, and modeling software such as ArcGIS Pro, AutoCAD, and Adobe Creative Suite.

Lower Trent Conservation maintains a five-year replacement cycle for workstations to ensure reliability, security, and compatibility with cloud-based systems. Similar assets can be pooled in one fiscal year to meet the threshold for capital expenditures. Workstations retired from primary use are reassigned to student and temporary staff programs to maximize lifecycle value.

This proactive replacement program reduces downtime, avoids unplanned costs, and maintains operational readiness as Lower Trent Conservation.

Phone System Replacement Initiative

The majority of the current landline phone sets and system are approximately twenty years old. The phone system is now antiquated and near breakdown. The replacement of the phone sets and related system is planned for 2026 and 2027, estimated to be \$13,200 over both years. A softphone interface for further business efficiencies is estimated to be around \$4,000 per year.

The scope of this initiative is to (a) replace select, limited number of landline phones with updated landline phones and system (these landlines are required for Lower Trent Conservation's front desk function, flood forecasting and warning operations centre, and other required operational purposes); and (b) replace the remaining landline phones with cell phones that interface with workstation softphones, thus allowing for seamless in-office and in-field use by staff. This initiative mitigates server disruption, modernizes critical communications over multiple platforms to support the needs of approximately 25 staff, and is both efficient and cost effective.

The risks associated with not upgrading our phone system at end of expected life span include:

- Unplanned downtime leading to disruption of administrative and Authority functions;
- Unplanned expenses related to unexpected equipment failure;
- Loss of voicemail data; and
- Increased negative perception of technology due to aging equipment.

The landline phone system has a replacement cycle of 10 years; while cell phones are replaced every 5 years. Similar assets can be pooled in one fiscal year to meet the threshold for capital expenditures.

Office Equipment

The Administrative office operates 2 main business centres of office equipment, one on each floor, for widespread staff use. The business centre located on the main floor is the largest and centrally used by all for postage, laminating, mass printing and photocopying. It was purchased in November 2016 for \$10,032.00. The business centres are budgeted for a replacement cycle of around 10 years, with upcoming replacements planned in 2027 (\$16,000) and 2028 (\$4,000) as capital expenditures. To enhance customer service with more payment options, it is also planned to implement a point of sale system which is estimated to be a one-time cost of \$1,000 in 2027, with annual operating costs thereafter.

3.1.4 Financial Planning

Lower Trent Conservation's Information Technology strategy focuses on the continued migration of systems to secure, managed cloud infrastructure. The retirement of on-premises servers will reduce operational risk, improve system manageability, and align IT operations with the organization's long-term goals for efficiency, modernization, and digital transformation. The Authority's network infrastructure is at 79% amortized as at December 31, 2019. The financial planning to support information technology infrastructure requirements are as follows:

Year	Estimated Cost
2026	\$56,100
2027	\$74,963
2028	\$56,163
2029	\$50,163
2030	\$50,163
2031	\$50,163
2032	\$50,163
2033	\$50,163
2034	\$50,163
2035	\$50,163
Ten-Year Average	\$53,837

For budgeting purposes, the ten-year average cost of \$53,837 will be incorporated into each annual budget. The Capital Assets Management Plan will be reviewed annually and updated every five years, unless circumstances arise requiring an earlier review.

3.2 Vehicles and Heavy Equipment

3.2.1 Background

Lower Trent Conservation owns and maintains a small fleet of vehicles and various heavy equipment to enable several program areas.

Vehicle assets include trucks, cars and water transportation. Vehicles are provided for staff use for attending meetings, field work programs including carrying out site inspections and investigations, stewardship services, special education and outreach events, invasive species programs, surveying and surface/groundwater monitoring. These vehicles are also used to carry equipment including surveying equipment, coolers, pumps, sampling equipment, and educational materials such as augmented sand box, and large display panels. The vehicles are also used for roadside work, construction site visits, and regulatory work. During peaks months, vehicles are fully utilized, and staff occasionally need to use personal vehicles as necessary. One of the vehicles is infrequently used for administrative business, committee and board meetings; such as, the Conservation Ontario Council meetings, banking, insurance meetings, municipal council presentations etc. At the Lower Trent Conservation Workshop, a pick-up truck, a one-ton truck, and an additional vehicle are used exclusively for the Conservation Lands staff. The one-ton truck is used for heavy trailering of tractor and mowers and for maintenance of Conservation Areas.

Lower Trent Conservation manages and maintains ten public Conservation Areas and seven Natural Habitat Areas. Lower Trent Conservation makes steady use of the one utility tractor and loader, and various tractor attachments for everyday maintenance work. Lower Trent Conservation also relies on commercial grass mowers, various trailers and smaller grass maintenance equipment to maintain the public picnic and entrance areas of the Conservation Areas. Chainsaws are used for trail maintenance and hazard tree removal.

3.2.2 Inventory

The Tables below provide lists of the current vehicles operated by and heavy equipment used by Lower Trent Conservation staff. Estimated replacement costs are also provided.

Table 6: Vehicle Inventory and Estimated Replacement Costs

Asset Name (Asset Class: Vehicle)	Year of Acquisition	Mileage Total as at Nov. 28, 2025	Initial Cost of the Asset	Year of Replacement	Estimated Replacement Cost
Ford Ranger 4x2	2009	202,715	\$19,192	2029	\$55,000
Chevrolet Silverado (½ ton)	2014	140,347	\$25,056	2034	\$75,000
Nissan Rogue	2018	120,104	\$27,690	2038	\$55,500
Dodge Ram 1500	2020	88,371	\$49,945	2040	\$85,000
Subaru Forester	2022	45,609	\$34,760	2041	\$60,000
Toyota Tacoma	2023	24,986	\$49,117	2043	\$75,000
Dodge Ram 2500 (1 ton)	2025	5,986	\$90,562	2044	\$135,000

Table 7: Heavy Equipment Inventory and Estimated Replacement Costs

Asset Name	Asset Class	Year of Acquisition	Initial Cost of the Asset	Year of Replacement	Estimated Replacement Cost
Gravelly Mower	Commercial lawnmower	2006	\$12,310	Not applicable.	Not applicable. Back up only.
Non-Galvanized Trailer (wood; landscaping)	Trailer	1995	\$2,185	2029	\$5,000
Non-Galvanized Trailer (enclosed; tree/event)	Trailer	2005	\$2,000	2033	\$15,000
Galvanized steel Trailer (tandem; float) 20" X 80"	Trailer	2009	\$10,174	2036	\$22,500
Gravelly Pro-Master 260H FX	Commercial lawnmower	2019	\$16,950	2038	\$33,560
Galvanized steel Trailer (landscaping)	Trailer	2014	\$2,698	2040	\$7,000
John Deere Gator	Utility vehicle	2022	\$18,250	2042	\$27,375
John Deere Z950R Gas Mid-Z Mower	Commercial lawnmower	2025	\$22,374	2045	\$33,560
Tractor with front end loader 2850E1	Tractor	2024	\$55,641	2054	\$83,461
Galvanized steel Trailer (dump)	Trailer	2025	\$15,850	2055	\$23,775

3.2.3 Major Repairs, Upgrades and Replacements

Major repairs to vehicle and heavy equipment assets are accounted for based on staff experience. These are infrequent occurrences that significantly improve the asset or extend its usable life, such as an upgraded/new engine or transmission system or a set of new tires for a vehicle.

The vehicle and heavy equipment asset replacement year guide is provided below, subject to change due to inspection findings and other factors that may arise with use of the assets.

- Vehicle: model year plus approximately 20 years
- Commercial lawnmower: model year plus approximately 20 years
- Utility vehicle (gator): model year plus approximately 20 years
- Tractor: model year plus approximately 30 years
- Trailers: depends on the condition of the individual asset.

Replacement costs are based on current market prices for same/similar make and model of asset, with an adjustment factor based on known price increases or consumer price index changes over similar timeframes. For replacements recommended beyond 2030, estimated replacement costs

will be revisited and adjusted as required, during the next regular 5-year update cycle of the capital asset management plan.

3.2.4 Financial Planning and Liabilities

The risks associated with not replacing vehicles and heavy equipment include:

- High maintenance and repair costs;
- Disruption in service required for site visits; and
- Health and safety concern for staff and public; and
- Liability concern.

Lower Trent Conservation's fleet of vehicles are considered to be in good to excellent condition and is at 83% amortized as at December 31, 2019. Lower Trent Conservation's heavy equipment are considered to be in fair to excellent condition and is at 76% amortized as at December 31, 2019.

With increased public pressures to set the environmental example for addressing climate change, conservation authorities should be supporting the reduction of carbon dioxide. Lower Trent Conservation in principle supports this action but financial implications for budgeting costs to obtain these types of vehicles are costly.

In 2025, in order to purchase the Dodge RAM2500 heavy duty truck asset, a downpayment of \$10,000 was used from the capital reserve (per Board of Directors resolution #G30/25); and a bank loan of \$82,000 was obtained from CIBC, with which Lower Trent Conservation conducts its banking business. The bank loan is for a term of 60 months at 4.66% interest rate per annum. The bank loan repayment amount is \$1,534.70 per month, which started in June 2025. This capital expense is included in annual budgets until the bank loan is paid off in full. The goal was to replace a capital asset in poor condition with an appropriate upgrade of key importance to the Conservation Lands program. The heavy duty truck purchased is required for core functions at Lower Trent Conservation, including supporting the maintenance and safety of our public conservation areas and the Warkworth Dam.

The financial planning to support the vehicle fleet and heavy equipment needs of Lower Trent Conservation are as follows:

Year	Estimated Cost
2026	\$24,520
2027	\$22,420
2028	\$21,420
2029	\$80,420
2030	\$20,210
2031	\$2,500
2032	\$4,000
2033	\$15,000
2034	\$78,000
2035	\$22,000
Ten-Year Average	\$29,049

For budgeting purposes, the ten-year average cost of \$29,049 will be incorporated into each annual budget. The Capital Assets Management Plan will be reviewed annually and updated every five years, unless circumstances arise requiring an earlier review. It is recommended that where possible, bank loans be obtained for the purchase of vehicles. This strategy helps mitigate the financial impacts of steep one-time increases to municipal allocation amounts, by spreading out the total cost into reasonable, known fixed amounts paid over the term of the loan, usually for 3 to 7 years. Shortfall of funding required may be drawn from the vehicles and heavy equipment reserve balance.

3.3 Buildings and Structures

3.3.1 Background

Lower Trent Conservation owns and maintains various buildings and structures on its properties throughout the watershed. Structures refer to garages, domes, quonsets, sheds, towers, dams not used for water or erosion control, etc. Buildings and structure capital assets include furniture and fixtures. These assets require capital improvements from time to time, to ensure safe and efficient use.

Note that this section of the Capital Asset Management Plan pertains to buildings and structures only. For properties (lands), please see Chapter 3.5 Conservation Lands.

3.3.2 Inventory

Lower Trent Conservation owns the following buildings and structures:

- Administrative Office: 714 Murray Street, Trenton
- Workshop: 39 Wall Street, Trenton
- Goodrich-Loomis Conservation Centre: 1331 Pinewood School Road, Codrington
- Proctor Park House and Barn Theatre: 96 Young Street, Brighton
- Kings Mill Building and Dam: 1119 Wellmans Road, Stirling
- Sager Tower: 30 Golf Course Road, Stirling

3.3.3 Major Repairs, Upgrades and Replacements

Major repairs are accounted for based on staff experience. These are infrequent occurrences that significantly improve the asset or extend its usable life, such as new windows of high efficiency.

Replacement costs are based on current market prices, with an adjustment factor based on known price increases or consumer price index changes over similar timeframes. For replacements recommended beyond 2030, estimated replacement costs will be revisited and adjusted as required, during the next regular 5-year update cycle of the capital asset management plan.

Administrative Office

The main administrative office is located at 714 Murray Street, Trenton. Conditions assessments are recommended for 2026 (focused on a water affected area) and for 2035 (full building) to check the condition, identify repair work needed, capacity and service level of the asset. The Table below provides details of anticipated capital improvements needed for this building.

Table 8: Capital Project/Replacements – Administrative Office

Quantity	Asset	Installed	Year	Estimated Cost
2	Conditions assessment of the building (by external engineering consultant)	Not applicable	2026 (water affected area), 2036 (full building)	\$10,500 in 2026; \$30,000 in 2036
Various	Toilets and sink fixtures	Various	2026 - 2030	Average \$3,000/yr
1	Septic Bed and Tank*	Unknown	2036	\$45,000
Various	Plumbing upgrades	Various	2031 - 2040	Average \$1,500/yr
2	Furnace	Unknown	2031	\$20,000
1	Roof	2011	2032	\$30,000
4	Air Conditioner	2011	2033	\$45,000
1	Submersible well pump		2035	\$2,000
1	Water pressure tank		2035	\$1,000
1	Electrical panel and system	Various	2039	\$25,000
Various	Windows	Various	2040	\$25,000
2	Hot water tanks		2041	\$6,000
1	Ultraviolet purification system		2041	\$5,000
Various	Flooring	2017	2043	\$30,000
2	Parking lots	Unknown	2045	\$50,000

*The septic system bed and tank that serve the Administrative building are owned by the City of Quinte West. It is anticipated that related capital costs will be borne by Lower Trent Conservation.

Other work that are of routine operational nature include minor repairs and maintenance for ductwork, emergency lighting system, security system, doors, appliances, well, elevator, building brickwork, septic tank clean out, and HVAC compound fence. These items will be budgeted for in the operations maintenance budget.

Workshop

The Workshop is located at 39 Wall Street, Trenton. A conditions assessment is recommended for 2045 to check the condition, identify repair work needed, capacity and service level of the asset. The Table below provides details of anticipated capital improvements needed for this building.

Table 9: Capital Projects/Replacements – Workshop

Quantity	Asset	Installed (~)	Year	Estimated Cost
1	Furnace	2005	2030	\$15,000
1	Electrical Panel and System	1987	2037	\$20,000
1	Roof	1987	2039	\$30,000
3	Garage Doors	Unknown	2040	\$30,000
1	Conditions Assessment of workshop (by external engineering consultant)	Not applicable	2045	\$10,000

Other work that are of routine operational nature include minor repairs and maintenance for ductwork, baseboard heaters, hot water tank, lighting, security system, doors, windows, appliances, plumbing, parking lot, and compound fence. These items will need to be budgeted for in the operations maintenance budget.

Goodrich-Loomis Conservation Centre

The Conservation Centre is situated in the Goodrich-Loomis conservation area, at 1331 Pinewood School Road, Codrington. In 2024, a major fuel system upgrade project was successfully carried out by replacing the older oil fuel system with a new, efficient propane-fired boiler system. A conditions assessment is recommended for 2036 to check the condition, identify repair work needed, capacity and service level of the asset. The Table below provides details of anticipated capital improvements needed for this building.

Table 10: Capital Projects/Replacements – Goodrich-Loomis Conservation Centre

Quantity	Asset	Installed (~)	Year	Estimated Cost
1	Septic System - upgrade with risers	1997	2027	\$5,000
1	Air Conditioner	1997	2027	\$15,000
1	Parking Lot Grading and Gravel	1970s	2030 (every 5 years)	\$2,000 (every 5 years)
1	Automatic drinking water shut-off valve		2030	\$8,000
1	Ultraviolet purification system upgrade		2031	\$2,000
2	Radiant heating manifolds		2031	\$2,000
Various	Toilets and sink fixtures	Various	2032	\$3,000
1	Air exchanger		2033	\$2,000
1	Boiler system (propane fired)	2024	2034	\$14,000
1	Water pressure tank		2035	\$1,000
Various	Plumbing upgrades	Various	2035	\$4,000

Quantity	Asset	Installed (~)	Year	Estimated Cost
1	Conditions Assessment of building (by external engineering consultant)	Not applicable	2036	\$30,000
1	Roof	1997	2037	\$35,000
1	Electrical Panel and System	1997	2038	\$20,000
Assorted	Lighting	2018	2039	\$10,000
1	Septic system	1997	2040	\$35,000
15	Windows	1997	2040	\$25,000

Other work that are of routine operational nature include minor repairs and maintenance for doors, appliances, flooring, cabinets, tables, and chairs. These items will need to be budgeted for in the operating maintenance budget. The closed loop floor heating system represents a substantial asset but is expected to last the life of the building.

Proctor House Museum and Brighton Barn Theatre

Proctor House Museum and Brighton Barn Theatre are owned by Lower Trent Conservation. They are used and maintained by the Save Our Heritage Organization through a lease agreement in place until 2036. Asset ownership and associated risk and liability considerations remain with Lower Trent Conservation.

Kings Mill Building and Dam

These assets are located at 1119 Wellmans Rd, in Stirling. The Kings Mill building was built in the latter half of the 1850s and was acquired by Lower Trent Conservation in 1970. The Kings Mill building has not had significant repairs occur for a number of years and requires attention. This building is closed to the public. There is evidence of the walls buckling and the building may be slowly shifting. A structural evaluation was completed by Timothy J. Krahn, P.Eng. in 2016 and proposed various elements of maintenance. The lower half of building is sealed.

The building will require minor repairs such as staining, window replacement, and other minor repairs. This will be undertaken by Lower Trent Conservation staff and will be funded by the annual Conservation Lands operation budget.

Crowd funding is popular for heritage building and should be considered for the Kings Mill building. However, the Kings Mill building is not well-known, is not a heritage building, and is not used by the public. Therefore, it is not a great candidate for this funding and larger scale budgets (over \$100,000) will need to be required for its repair and subsequent opening it to the public.

The Kings Mill Dam was reconstructed in cooperation with Ducks Unlimited in 1990 to re-establish an upstream wetland. It is not a public safety dam. It has no water control nor erosion control function. The Dam is a collaboration between Lower Trent Conservation and Ducks Unlimited (DU) through a 40-year Conservation Agreement that expires in 2029. Though DU maintains *“The right to operate, manage and maintain the project...”* Lower Trent Conservation is to *“assume all future*

maintenance costs associated with the project and to maintain the project in good operating repair for the life of the agreement.” Therefore, Lower Trent Conservation will need to obtain an appropriate budget for any required repairs.

In 2010, maintenance and upgrades occurred on the Kings Mill Dam. This work included major infrastructural work (concrete and steel frame access upgrades) as well as routine maintenance (repair of stop logs and berm). Those costs included approximately \$30,000 in repairs and \$15,000 in consultant and permitting fees. The concrete work and steel infrastructure completed in 2010 is expected to last 50-100 years from that time. Budgeting for this work will need to be assessed and incorporated into future Capital Asset Management Plans. In the meantime, minor repairs (relative to previous costs) will be required on the stop logs, on the berm, cleaning out sediment from around the dam, etc. This work may require permits but is not likely to require consultants. Much of the costs associated with the work will require an excavator. This work will be required every 5-15 years.

Table 11: Capital Projects/Replacements – Kings Mill Dam

Quantity	Capital Project/ Replacement	Installed (~)	Project/ Replacement Year	Estimated Cost
1	Building Upgrades	Late 1800s	2036 2045	\$80,000 \$80,000
1	Dam and berm general repair	2010	2027 ~ every 10-15 years	\$5,000

Sager Tower

The Sager Tower is a structure located at the Sager Conservation Area at 30 Golf Course Road, Stirling. A conditions assessment is recommended for 2026 to check the condition, identify repair work needed, capacity and service level of the asset.

Table 12: Capital Projects/Replacements – Sager Tower

Quantity	Capital Project/ Replacement	Installed (~)	Project/ Replacement Year	Estimated Cost
1	Conditions assessment of Sager Tower (by external engineering consultant)	2011	2026	\$10,000
Various	Tower Etrex (decking)	2011	2040	\$20,000
Various	Stairs	2011	2040	\$20,000
1	Tower Structure	2011	2061	\$250,000

3.3.4 Financial Planning and Liabilities

The risks associated with not upgrading the buildings and structures includes:

- Disruption of service;
- Increased maintenance and repair costs;
- Health and safety concern for staff and public; and
- Liability concern.

The amortization rate for Lower Trent Conservation's inventory of Buildings and Structures is 65% as at December 31, 2019. LTC's inventory of building and structures is considered to be in good condition. Lower Trent Conservation's inventory of furniture and fixtures at the Administrative Office, Workshop, and Goodrich-Loomis Conservation Centre are considered to be in good condition at the end of 2024. Scheduling for repairs and replacements (e.g. mill work, appliances, cabinets, chairs, desks, tables, etc.) will be included in annual operating maintenance budgets.

The financial planning to support the use and life of Lower Trent Conservation's buildings and Structures capital assets are as follows:

Year	Estimated Cost
2026	\$32,000
2027	\$28,000
2028	\$3,000
2029	\$3,000
2030	\$28,000
2031	\$25,500
2032	\$34,500
2033	\$48,500
2034	\$15,500
2035	\$11,500
Ten-Year Average	\$22,950

For budgeting purposes, the ten-year average cost of \$22,950 will be incorporated into each annual budget. The Capital Assets Management Plan will be reviewed annually and updated every five years, unless circumstances arise requiring an earlier review. The Shell Canada Funding Reserve may be used, upon board resolution, for capital improvements at the Goodrich-Loomis Conservation Centre.

To supplement the long-term funding strategy, it is recommended that sponsorships, donations, fundraising and asset naming rights opportunities be considered. Lower Trent Conservation established a Board-approved policy in 2025 to guide asset naming rights towards additional revenue generation that may support financial planning for buildings and structures assets.

3.4 Land Infrastructure

3.4.1 Background

Lower Trent Conservation maintains infrastructure on its conservation lands throughout its watershed. Examples of infrastructure includes signage, trails, fencing, parking lots, information kiosks, bridges and gates on ten conservation areas and seven natural habitat areas.

3.4.2 Inventory

The following general infrastructure at all conservation lands will require capital improvements over the next 30 to 50 years:

- Entrance Sign Replacements
- Fencing
- Parking Lots
- Outdoor Privies/Washrooms
- Bridges
- Gazebos
- Picnic Shelters
- Kiosks and Trailheads
- Barnum House Creek Weir
- Proctor Park Gathering Space.

3.4.3 Major Repairs, Upgrades and Replacements

In 2025, safety signs were installed around the Warkworth Dam, donation signs installed at all ten conservation areas (CAs), and 'No Swimming' signs replaced at Seymour CA. Staff also consulted with lawyers on wording for property entrance/welcome signs which are planned to be installed in 2026.

The Barnum House Creek Weir was constructed by the Ministry of Natural Resources (MNR) in 1977 to address concerns of nearby landowners on the flow diversions of the creek and resulting water supply to the adjacent properties. It is not known to be a public safety structure. After the weir was constructed, the lands were transferred to Lower Trent Conservation in 1978 and the property is now known as Barnum House Creek Conservation Area. Occasional inspections by Lower Trent Conservation staff are undertaken to ensure no sediment build up at the weir. In 1995 there was some erosion around the weir on the downstream side and Lower Trent Conservation staff applied to the Ministry of Natural Resources (MNR) for a work permit to complete some erosion protection around the weir. Staff undertake annual inspections of the weir for structural integrity and for any potential erosion and/or sedimentation around the weir. An inspection done in October 2024 determined that no major repairs or updates are required at this time.

At Proctor Park Conservation Area in Brighton, the pavilion built in 1978 was demolished in fall 2024 for safety reasons. Lower Trent Conservation has since collaborated with the Municipality of Brighton by forming a working group to help determine a suitable gathering space for the community and fundraising strategies. The working group plans to engage the public in this process.

A conditions assessment of all bridges is planned in 2030, to be conducted by an external engineering consultant. In the next five-year update of the capital asset management plan, further conditions assessments may be planned for other land infrastructure assets.

Fencing represents the largest asset associated with lands owned by Lower Trent Conservation. A desktop assessment using air photos suggests that approximately 20,000 m of fencing may exist on Lower Trent Conservation's lands. Most of these fences are 3-4' high page wire fence with posts typically made from cedar. Ongoing repairs will be implemented by staff with funds from the annual operations budget. However, even with repairs, the posts and wire will not last forever. It is estimated that all 20,000 m will require replacement within the next 100 years. Subsequently, an average of approximately 1,000 m will require replacement every five years.

The Table below lists land infrastructure and related capital expenditures.

Table 13: Capital Projects/Replacements - Land Infrastructure

Locations	Quantity	Asset	Installed (~)	To Be Restored/ Replaced	Estimated Cost
10 conservation areas (one has 2 signs) and 3 natural heritage areas, Administrative Office and Workshop	16+	Entrance Signs	Various	2026 2039	\$8,000 \$8,000
BB, SAG, KH, SEY, MM, GL, PP, GB,	~20,000 m	Fences (\$50/m)	Various	200 to 1,000 m every 10 years	\$50,000 (total estimated)
SAG, SEY, and GL	6	Outdoor Privies -Plastic structure -Holding tank		2029 2039	\$9,000 \$15,000
GL(3), GB (1 foot bridge), PP(2), BB(2 foot bridges)	7	Bridges	Various	To be determined	To be determined
GL(3), PP(2)	5	Conditions assessment of bridges (by external)	Various	2030	\$30,000

Locations	Quantity	Asset	Installed (~)	To Be Restored/ Replaced	Estimated Cost
		engineering consultant)			
BB(2), SAG(1), SEY(4), GL(2), PP(2)	11	Kiosks and trailheads	Various	2034	\$16,500
BB and GL	4	-wood -steel structure	Various	2035 2070	\$6,000 \$34,000
SAG, SEY and PP	3	Gazebos	1980s	2049	\$75,000
GM, SEY, and GL	6	Picnic Shelters	Various	2049	\$90,000
BHC	1	Barnum House Creek Weir	1977	Based on inspections	
PP		Gathering space infrastructure to be built		Based on inspections	Fundraising planned

BB: Bleasdel Boulder conservation area (CA), SAG: Sager CA, KH: Keating Hoards natural heritage area (NHA), SEY: Seymour CA, MM: Murray Marsh NHA, GL: Goodrich-Loomis CA, PP: Proctor Park CA, GB: Trenton Greenbelt CA, GM: Glen Miller CA; BHC: Barnum House Creek NHA.

Other repairs and replacements that are too small to be considered assets include boardwalks, gates, trails, and docks. Routine and minor repairs continue to be considered in the operations budget.

3.4.4 Financial Planning and Liabilities

The amortization accumulated for Lower Trent Conservation's inventory of its land and infrastructure is 71% as at December 19, 2019; Lower Trent Conservation's inventory of land and infrastructure is considered to be in good condition. The risks associated with not upgrading the land infrastructure includes:

- Disruption of service;
- Increased maintenance and repair costs;
- Health and safety concern for staff and public; and
- Liability concern.

The financial planning to support the use and life of Lower Trent Conservation's land infrastructure capital assets are as follows:

Year	Estimated Cost
2026	\$18,000
2027	\$2,500
2028	\$2,500
2029	\$9,000
2030	\$30,000
2031	\$2,500
2032	\$2,500
2033	\$2,500
2034	\$16,500
2035	\$6,000
Ten-Year Average	\$9,200

For budgeting purposes, the ten-year average cost of \$9,200 will be incorporated into each annual budget. The Capital Assets Management Plan will be reviewed annually and updated every five years, unless circumstances arise requiring an earlier review.

To supplement the long-term funding strategy, it is recommended that sponsorships, donations, fundraising and asset naming rights opportunities be considered. Lower Trent Conservation established a Board-approved policy in 2025 to guide asset naming rights towards additional revenue generation that may support financial planning for land infrastructure assets.

3.5 Conservation Lands

3.5.1 Background and Inventory

Healthy ecosystems such as forests, wetlands, lakes, rivers and green spaces provide safe water resources, healthy food, clean air, cooler environment, climate change mitigation and adaptation, and opportunities for more physical activities in parks and conservation areas which contribute to healthier living.

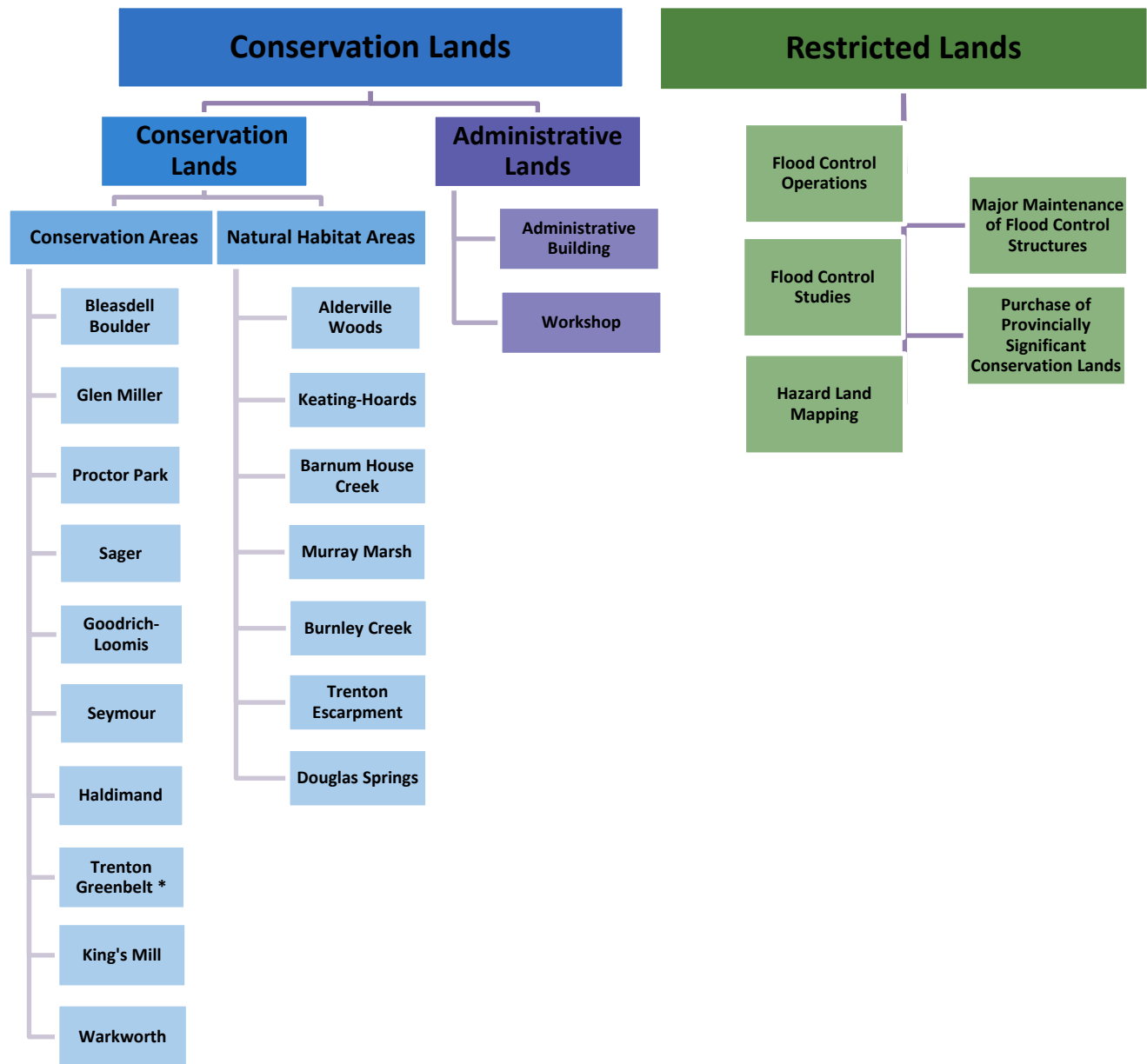
3.5.2 Background and Inventory

Lower Trent Conservation owns and maintains ten (10) Conservation Areas that provide invaluable experiences of scenic surroundings, walking trails, variety of plant and animal species, and several more nature features.

Lower Trent Conservation also owns and manages seven (7) Natural Habitat areas, which are not promoted as recreational use areas. They are generally large tracts of land that remain in their natural state. There are no maintained trails or facilities but they are open to the public.

Lower Trent Conservation owns and maintains the lands on which the administrative building and the workshop are located.

The figure below illustrates these lands.



* A portion of the Trenton Greenbelt is considered restricted lands

Figure 2: Conservation Lands and Restricted Lands

3.5.3 Financial Planning and Liabilities

The Conservation Lands asset category is supported by two separate reserves as follows:

- a) The non-restricted Conservation Lands Reserve applies to the purchase of additional Lower Trent Conservation properties. This includes conservation area lands and/or any administrative lands.
- b) The Restricted Lands Reserve can only be used for the following:
 - Flood control operations, major maintenance of flood control structures and related flood control studies.
 - Acquisition of provincially significant conservation lands including valley lands, hazard lands, wetlands, headwater recharge and discharge areas, forested areas, but not including land where the primary purpose is for the generation of revenue.
 - Hazard land mapping in support of the conservation authority municipal plan input for land use planning for consistency with the natural hazard policies of the Provincial Policy Statement under the *Planning Act*.

Note: The Restricted Lands Reserve (previously called the Provincial Lands Reserve) is established using funds from the sale of conservation lands. The sale of such lands require approval from the Ministry of the Environment, Conservation and Parks. See Appendix B for more information.

There are no plans for major property/land acquisition projects in the near future. Estimated costs associated with flood and erosion control infrastructure lands (such as flood control/reduction channels) are presented in the next section.

3.6 Watershed Projects

3.6.1 Flood and Erosion Control Infrastructure

3.6.1.1 Background

Lower Trent Region Conservation Authority inspects, operates and maintains a number of flood and erosion control structures. Some of these facilities are owned by Lower Trent Conservation and some are owned by our municipal partners and/or private landowners but are operated and maintained by Lower Trent Conservation. The Lower Trent Conservation owns and maintains one dam within its watershed, Warkworth Dam. Other facilities that are owned by Lower Trent Conservation include the Warkworth Flood Channel, the Cold Creek Pipe (also known as the Frankford Pipe), Barry Heights Flood Channel and a small portion of the Trout Creek Flood Channel. The Cold Creek Pipe is located along the north bank at the mouth of Cold Creek in Frankford and is considered an Erosion Control Structure. The three flood channels mentioned above have all been designed to convey flood waters safely in the event of a large flooding event. The Lower Trent Conservation will set aside funds for the properties that we own to coincide with special benefitting funding from municipalities and Water Erosion Control Infrastructure (WECI) funding from the provincial government.



3.6.1.2 Inventory, Major Repairs, Upgrades and Replacements

Warkworth Dam and Flood Channel – Trent Hills

The Warkworth Dam is currently operated for the purpose of regulating up and downstream levels for flood control during the spring freshet. As such six of the eleven logs are removed from each of the two bays each fall and these logs are replaced in the spring after the freshet.

There has been a dam in Warkworth for much of the recorded history of this area. The original mill pond was constructed to provide a water source for powering the former mill, which is located directly adjacent to the dam. The current dam is approximately 50 years old (with the earthen berm portions much older) as it was constructed in 1971/72 and can be expected to have a life span of another 30 to 40 years with proper maintenance and investment. A new lift system was installed in 2021, and it is expected to require repairs or upgrades around 2036 for approximately \$10,000. A replacement can be planned for around 2041 at an estimated cost of \$55,000. The replacement of a grate on downstream side of low flow pipe is planned for 2027 at an estimated cost of \$2,500.

The head pond for this dam is quite small and in the event of a large flood when the logs are in (April to October) the earthen berm could be breached and therefore actual flood control during this time is limited. The pond is highly valued by the community for its aesthetic value. Towards the end of life for this structure, the purpose and ownership of the dam should be investigated to see if this structure should remain and be repaired or should be removed and the natural stream re-instated.

The downstream Flood Channel, which is owned by Lower Trent Conservation as a separate parcel of land, is capable of conveying the 100-year flood event without damages to adjacent or downstream properties. It was constructed in the mid-1980's and is expected to have a long lifespan. This infrastructure should remain in place and properly maintained in perpetuity.

Cold Creek Pipe – Frankford, City of Quinte West

The golf course currently located in Frankford at the mouth of Cold Creek used to be a mill pond for a mill located on Mill Street in downtown Frankford. As part of the flood control works completed in 1982 for Cold Creek, the pond was drained, the dam removed, berms around the former pond were increased in height and a spillway to the Trent River was constructed. The flume that used to supply the water from the upstream side of the dam to the Mill was left in place to provide bank stabilization and erosion control measures around the last bend of Cold Creek. Lower Trent Conservation owns this small portion of land where the pipe is located. There are no records of any structural assessments of the pipe or the hydro-geomorphologic impacts over time. The pipe is inspected for visible structural damage, shifting or noticeable erosion around it.

These visual inspections are conducted by Lower Trent Conservation staff on a regular basis. It is also recommended that an engineering inspection of the pipe be conducted to confirm the integrity of the pipe to act as bank stabilization in this location.

Barry Heights Flood Channel – Trenton

The Barry Heights Flood Reduction Channel was constructed between 1981 and 1983 to prevent further flooding of Barry Heights Subdivision that was due to inadequate drainage. Flooding in the Barry Heights Subdivision resulted in damage to residential properties and contaminating ground water wells.

This channel is inspected by Lower Trent Conservation staff on a regular basis and occasionally requires cleaning out of sediment and debris. The last cleanout occurred in August 2014. A further cleanout is planned in 2026, budgeted for \$10,000.

Trout Creek Flood Channel – Campbellford

The Flood Control Channel on Trout Creek in Campbellford was constructed in 1986 as a flood reduction measure. The construction of the channel included a concrete block retaining wall system along Inkerman Street and a widening of the creek and bank stabilization on the north side of the stream. Lower Trent Conservation owns the property at the very east end of the channel where it turns from flowing eastward to flowing southward. The majority of the creek bank on the Lower Trent Conservation property does not have the concrete retaining wall. The property owned by Lower Trent Conservation includes the bed of the creek from Inkerman Street to the Balaclava Street Bridge. In summary, capital works is minimal if any due to Lower Trent Conservation owning approximately 900 square feet of naturalized area along Inkerman Road.

Approximately 10 years after installation there was significant spalling of the concrete blocks used to construct the retaining wall. A significant portion of the wall was rehabilitated with new blocks in 1997. Additional work on the wall was required in 2005 as well. There is no known capital work required at this time, on the land owned by Lower Trent Conservation.

This channel is inspected by Lower Trent Conservation staff on a regular basis. Occasionally the creek requires clean out but not typically in the section owned by Lower Trent Conservation. The last clean out of the creek between Simpson and Pellisier Streets was in 2018 with the next cleanout scheduled for 2025/2026.

Other Water and Erosion Control Infrastructure Not Owned by Lower Trent Conservation

Other infrastructure that Lower Trent Conservation inspects and maintains on behalf of our municipal partners include the remaining portion of the Trout Creek Flood Channel in Campbellford, the Killoran Creek Flood Channel in the Village of Hastings, Flood Control works on Mayhew Creek in Trenton (includes one berm, a two-level weir, a flat weir and two flood control channels connected by a large double arch culvert); Flood Control Channel on DND Creek in Trenton; Flood Control Channel and Berm on Glen Miller Creek in Trenton; Peterson Road Crossing of Glen Miller Creek in Glen Miller; Flood Control Berm and Spillways for Cold Creek in Frankford; Trent River Berm on the east bank of the Trent River just upstream of Dam 2 and Lock 2; and the Stirling Flood and Erosion Control Channel and Weir on Rawdon Creek in Stirling.

Funding for the inspection and maintenance of these structures is partially through the Section 39 funding received from the Province.

3.6.1.3 Financial Planning and Liabilities

The amortization rate for Lower Trent Conservation's inventory of our dam, pipe, berms and channels is 62% as at December 31, 2019. Lower Trent Conservation's inventory of flood and erosion control infrastructure is considered to be in good condition.

The risks associated with not upgrading, repairing/restoring flood and erosion control infrastructure include:

- Health and safety danger to the public and property.
- Major liability issues;
- Increased maintenance and repair costs; and

Staff carry out scheduled inspections of the flood and erosion control infrastructure. As well, Lower Trent Conservation undertook a Dam Safety Study for the Warkworth Dam in 2018/2019. The Warkworth Dam Safety Review recommendations have been prioritized, and most have been implemented. The remaining recommendations are under consideration.

The MNR provincial funding for Water and Erosion Control Infrastructure (WECI) will be applied to for 50% grant funding, where applicable (Warkworth Dam and Flood Channel, Barry Heights Flood Channel, Trout Creek Flood Channel). The financial planning to support the use and life of Lower Trent Conservation's flood and erosion control infrastructure capital assets are as follows:

Year	Estimated Cost
2026	\$11,000
2027	\$2,500
2028	\$5,000
2029	\$15,000
2030	\$0
2031	\$0
2032	\$0
2033	\$2,000
2034	\$0
2035	\$2,000
Ten-Year Average	\$3,750

For budgeting purposes, the ten-year average cost of \$3,750 will be incorporated into each annual budget. The Capital Assets Management Plan will be reviewed annually and updated every five years, unless circumstances arise requiring an earlier review.

3.6.2 Watershed Monitoring Equipment

These assets serve the following purposes, thus supporting a comprehensive monitoring system for Lower Trent Conservation: hydrometric, water quantity, water quality, and natural heritage.

3.6.2.1 Inventory and Estimated Replacement Costs

Hydrometric Monitoring Network

Lower Trent Conservation owns peripheral equipment on the Water Survey of Canada's monitoring stations to collect weather and hydrologic data that is used in flood and drought monitoring as well as supporting other programs (e.g. watershed planning and climate change).



Lower Trent Conservation relies on Water Survey of Canada's hydrometric network of nine stations where Lower Trent Conservation-owned sensors such as precipitation gauges have been installed to provide year-round precipitation information. In 2024, staff also installed three precipitation monitoring stations, with equipment owned and operated exclusively by Lower Trent Conservation.

In addition, Lower Trent Conservation collects data from Parks Canada water level gauges located on the Trent River system. We have access to five gauges that monitor water levels at 4 locations in our watershed. Some data is also collected from the Provincial Groundwater Monitoring Network sites, while these sites are operated and maintained by Lower Trent Conservation, the equipment is fully owned by the province.

The equipment that Lower Trent Conservation owns and relies on for timely flood and drought monitoring must be maintained to a high standard to ensure data accuracy. Lower Trent Conservation participates in a Third-party agreement between Water Survey of Canada and the Province (Ministry of Natural Resources) where we can provide limited maintenance on the equipment owned by Water Survey of Canada at their monitoring stations. Most monitoring stations consist of a data logger/telemetry unit, sensors and equipment shelters.

The Table below provides an inventory of the hydrometric monitoring equipment assets owned by Lower Trent Conservation and replacement details.

Table 14: Capital Projects/Replacements - Hydrometric Monitoring Equipment

Quantity	Asset	Installed/ Purchased	Estimated Replacement Cost	Estimated Replacement Year
9	Tipping Bucket Precipitations Gauges w/heaters	2024	\$2,010 per unit	2030 to 2040
3	Weather stations with telemetry and mounting equipment	2024	\$12,540 per unit	2036 to 2040

LTC Water Quantity Monitoring

Lower Trent Conservation conducts baseflow monitoring of the streams across the watershed on an annual basis during the summer months to measure the groundwater recharge contributing to the overall flow. During the summer months it is baseflow that sustains a stream, preventing it from drying up. The constant supply of groundwater is also typically cold and clean which contributes to a steady thermal regime and overall stream health.



At Lower Trent Conservation, baseflow has historically been measured on an annual basis to characterize the streams under a variety of conditions (e.g., wet vs dry years) and to track any changes that occur. A typical trend found through such monitoring is that development near a watercourse will decrease the relative contribution of baseflow vs. surface water runoff, increase the flashiness of the stream (the time it takes to respond to rainfall events), decrease water quality, and increase temperature fluctuations/variability within the stream.

Lower Trent Conservation has equipment for measuring stream flow that is still accurate, but due to its age and the advancements of scientific equipment, has become obsolete. The Table below provides an inventory of the water quantity monitoring equipment assets owned by Lower Trent Conservation and replacement details.

Table 15: Capital Projects/Replacements - Water Quantity Monitoring Equipment

Quantity	Asset	Installed/ Purchased	Estimated Replacement Cost	Estimated Replacement Year
2	Pygmy Gurley water current meters with wading rods	2007	\$14,500	2027 (recommended to upgrade to: OTT MF Pro-Electromagnetic Meter)

LTC Water Quality Monitoring

Lower Trent Conservation conducts water quality monitoring monthly for much of the year. Monitoring at half of the sites contributes to the Provincial Water Quality Monitoring Network (PWQMN) run by the MECP. The other half of the sites are monitored as part of Lower Trent Conservation's water quality monitoring program on an annual basis, and data gathered contributes to the development of Watershed Report Cards every five years.

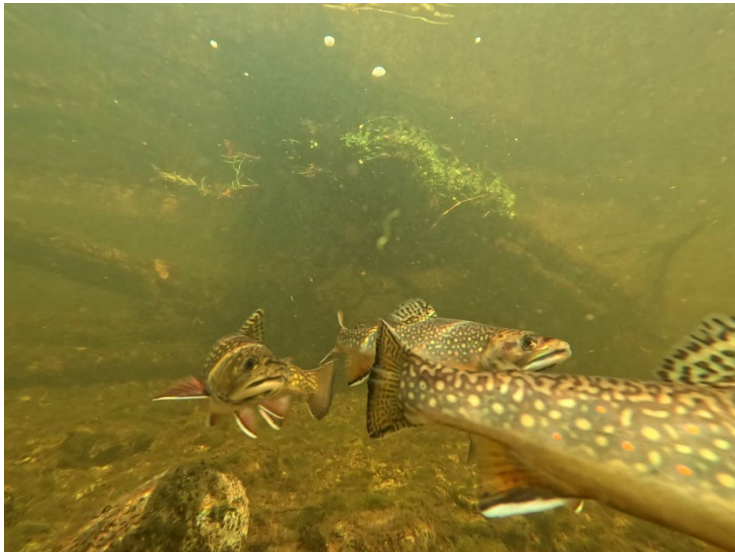
The majority of the equipment that is required for these monitoring programs are supplied by the MECP, such as the Aquatroll 500 multiparameter sonde and associated Ulefone Power Armor 14 Pro smartphone, but additional equipment does allow for back-ups in the event of damaged equipment or for concurrent sampling when required. The Table below provides an inventory of the water quality monitoring equipment assets owned by Lower Trent Conservation and replacement details.

Table 16: Capital Projects/Replacements - Water Quality Monitoring Equipment

Quantity	Asset	Installed/ Purchased	Estimated Replacement Cost	Estimated Replacement Year
1	pH meter	2024	\$300	2030
1	Dissolved Oxygen Meter - portable	2024	\$1,200	2030

Natural Heritage Monitoring Equipment

Lower Trent Conservation’s Natural Heritage monitoring program examines the biological components of the watershed and includes aquatic, wildlife, wetland and terrestrial monitoring. The monitoring program provides important information used by Lower Trent Conservation, and many watershed stakeholders including municipalities and other government agencies, developers, consultants, academia, ENGO’s and residents. Overall watershed health is evaluated using important indicators and components of the watershed. The data and information collected provide point-in-time information and identifies trends and changes over time in watershed health. The work we do not only informs Lower Trent Conservation’s management programs but also informs federal and provincial programs including species-at-risk, forest bird inventories, Great Lakes Wetland health, provincial biodiversity programs, and Ontario invasive species programs. The information collected through some of the monitoring programs is submitted to provincial and federal databases in accordance with agreements, collection permits and licenses.



To carry out the various monitoring programs, a variety of equipment is necessary, including both specialized and general equipment. The Table below provides an inventory of the natural heritage monitoring equipment assets owned by Lower Trent Conservation and replacement details.

Table 17: Capital Projects/Replacements – Natural Heritage Monitoring Equipment

Quantity	Asset	Installed/ Purchased	Estimated Replacement Cost	Estimated Replacement Year
3	GoPro underwater cameras	2024	\$800 each	2030
1	Dissecting microscope	unknown	\$500	2030
32	Water temperature loggers	various	\$150 each	2030 to 2040

3.6.2.2 Financial Planning and Liabilities

The majority of the equipment that is required for Lower Trent Conservation's monitoring programs is highly specialised and is only replaced when it is no longer usable. Some of these equipment are either provided by external organizations, such as the MECP, removing the financial burden associated with its service or replacement, and the remaining equipment is replaced on a rolling basis when it no longer working, such as tipping bucket precipitation gauges or temperature loggers.

A few new equipment were purchased in 2024 using a provincial government grant related to community emergency preparedness. Lower Trent Conservation's inventory of monitoring equipment is considered to be in fair to excellent condition.

The financial planning to support the use and life of Lower Trent Conservation's watershed monitoring capital assets are as follows:

Year	Estimated Cost
2026	\$11,600
2027	\$0
2028	\$14,500
2029	\$0
2030	\$0
2031	\$3,300
2032	\$1,800
2033	\$1,800
2034	\$1,800
2035	\$1,800
Ten-Year Average	\$3,660

For budgeting purposes, the ten-year average cost of \$3,660 will be incorporated into each annual budget. The Capital Assets Management Plan will be reviewed annually and updated every five years, unless circumstances arise requiring an earlier review.

4.0 Financial Strategy

4.1 Funding Objectives

The capital asset management plan is an essential part of Lower Trent Conservation's ongoing fiscal responsibility framework, as it guides the purchase, use, maintenance, and disposal of every asset Lower Trent Conservation needs in order to conduct business. This plan helps streamline productivity and delivery, with minimal loss of capital, while remaining accountable and transparent.

The Table below summarizes the ten-year capital expenditures for Lower Trent Conservation from 2026 to 2035.

Year	Information Technology Infrastructure	Vehicles and Heavy Equipment	Buildings and Structures	Land Infrastructure	Watershed Projects*	Watershed Projects**	Totals
2026	\$56,100	\$24,520	\$32,000	\$18,000	\$11,000	\$11,600	\$153,220
2027	\$74,963	\$22,420	\$28,000	\$2,500	\$2,500	\$0	\$130,383
2028	\$56,163	\$21,420	\$3,000	\$2,500	\$5,000	\$14,500	\$102,583
2029	\$50,163	\$80,420	\$3,000	\$9,000	\$15,000	\$0	\$157,583
2030	\$50,163	\$20,210	\$28,000	\$30,000	\$0	\$0	\$128,373
2031	\$50,163	\$2,500	\$25,500	\$2,500	\$0	\$3,300	\$83,963
2032	\$50,163	\$4,000	\$34,500	\$2,500	\$0	\$1,800	\$92,963
2033	\$50,163	\$15,000	\$48,500	\$2,500	\$2,000	\$1,800	\$119,963
2034	\$50,163	\$78,000	\$15,500	\$16,500	\$0	\$1,800	\$161,963
2035	\$50,163	\$22,000	\$11,500	\$6,000	\$2,000	\$1,800	\$93,463
10-Year Average	\$53,837	\$29,049	\$22,950	\$9,200	\$3,750	\$3,660	\$122,446

*Flood and Erosion Control Infrastructure

**Watershed Monitoring Equipment

For this capital asset management plan to be effective and meaningful, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow Lower Trent Conservation to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.

This report develops such a financial plan by presenting the asset management requirements for consideration and culminating with final recommendations. As outlined below, the following are key components of consideration:

- Major repairs, upgrade/improvement, replacements and their costs
- Cost increases due to inflation, labour, etc.
- Public health and safety

- Program delivery, accountability and transparency
- Growth and development in the watershed
- Five-year plan update cycle, with the ability to review earlier as required.

Funding sources and opportunities are listed below, and are not exhaustive:

- Municipal allocations
- Reserves
- Provincial and federal government funding
- Bank loans
- Sponsorships, donations, fundraising
- Asset naming rights opportunities.

To supplement the long-term funding strategy that typically includes municipal allocations, reserves and government grant funding, it is recommended that sponsorships, donations, fundraising and asset naming rights opportunities be considered. Lower Trent Conservation established a Board-approved policy in 2025 to guide asset naming rights towards additional revenue generation that may support financial planning for buildings and structures assets.

4.2 Recommendations

Conditions assessments of key assets have been incorporated into the capital asset management plan for 2026 to 2030. It is recommended that the following components be incorporated into the next five-year updated scheduled to begin in 2031: conditions assessments, inspection schedules, levels of service, and performance indicators.

It is recommended that a new reserve be established to hold funds received that are designated towards asset naming rights, per the Lower Trent Conservation policy approved by the Board of Directors in 2025. These funds may then be responsibly applied towards capital expenditures upon review and approval by the Board.

It is recommended that a user survey be developed and shared with watershed residents in 2026 to assess the satisfaction level of their use of current capital assets available to the public; and also to identify further capital asset needs of watershed residents which in turn supports improved planning.

5.0 Conclusion

The Capital Asset Management Plan is a systematic process that allows for Lower Trent Conservation's capital assets to be maintained in a state of good repair in a cost-effective manner; and that by implementing this plan, Lower Trent Conservation can meet operational demands within a fiscally responsible framework.

The Capital Asset Management Plan reflects work undertaken during the year, concurrently with the budget process.

The annual capital budget required to support the next 10 years plan is summarized below.

Capital Asset Category	Annual Capital Budget Amount
Information Technology Infrastructure	\$53,837
Vehicles and Heavy Equipment	\$29,049
Buildings and Structures	\$22,950
Land Infrastructure	\$9,200
Watershed Projects - Flood and Erosion Control Infrastructure	\$3,750
Watershed Projects - Watershed Monitoring Equipment	\$3,660
Total Annual Capital Budget	\$122,446

The Capital Assets Management Plan will be reviewed annually and updated every five years, unless circumstances arise requiring an earlier review.

Appendices

Appendix A: Minister Approval for Land Disposition_LTRCA_Trenton_QuinteWest

APPROVAL

CONSERVATION AUTHORITIES ACT, R.S.O. 1990, c. C.27

Lower Trent Region Conservation Authority

For the sale of Lower Trent Region Conservation Authority-owned properties to 1136967 Ontario Inc.

Whereas the Minister has made grants to the Lower Trent Region Conservation Authority under Section 39 of the *Conservation Authorities Act* in respect of portions of the following land, as depicted in the attached Schedules, hereinafter referred to as the “Subject Property”:


Parts of Lots 38-41, Plan 230, Part 1, Plan 21R-18916 and Lot 39 and Part of Lots 40, 41, Plan 230 and Part of Lot 38, Plan 230, City of Trenton, Now in the City of Quinte West, County of Hastings.

And Whereas the Lower Trent Region Conservation Authority requires the approval of the Minister pursuant to subsection 21(2) of the *Conservation Authorities Act* to sell, lease or otherwise dispose of portions of the Subject Property;

Therefore, pursuant to subsections 21(2) and (3) of the *Conservation Authorities Act*, I hereby approve the disposition of the Subject Property to 1136967 Ontario Inc., subject to the following terms and conditions:

1. Lower Trent Region Conservation Authority must use the proceeds of the disposition (the “Proceeds”) for the following purposes only:
 - a) Flood control operations, major maintenance of flood control structures and related flood control studies.
 - b) Acquisition of provincially significant conservation lands including valley lands, hazard lands, wetlands, headwater recharge and discharge areas, forested areas, but not including land where the primary purpose is for the generation of revenue.
 - c) Hazard land mapping in support of the conservation authority municipal plan input for land use planning for consistency with the natural hazard policies of the Provincial Policy Statement under the *Planning Act*.
2. The Lower Trent Region Conservation Authority shall submit an annual report on the Proceeds to the Ministry in accordance with reporting requirements in the provincial “Policies and Procedures for the Treatment of Conservation Authority Generated Revenue”, dated June 13, 1997 or as it may be updated from time to time.

3. If the Minister is not satisfied with the Lower Trent Region Conservation Authority meeting the terms and conditions of this approval, or if the Lower Trent Region Conservation Authority uses the Proceeds for purposes other than those set out in this approval, the Minister may require the Lower Trent Region Conservation Authority to return to the Minister of Finance the portion of the Proceeds and any interest accrued in an equivalent proportion to the provincial grants used to originally acquire the relevant portions of the Subject Property, and the Lower Trent Region Conservation Authority shall return such money within the timeframe specified by the Ministry.



Honourable Jeff Yurek
Minister of the Environment, Conservation and Parks

May 22, 2020

Date

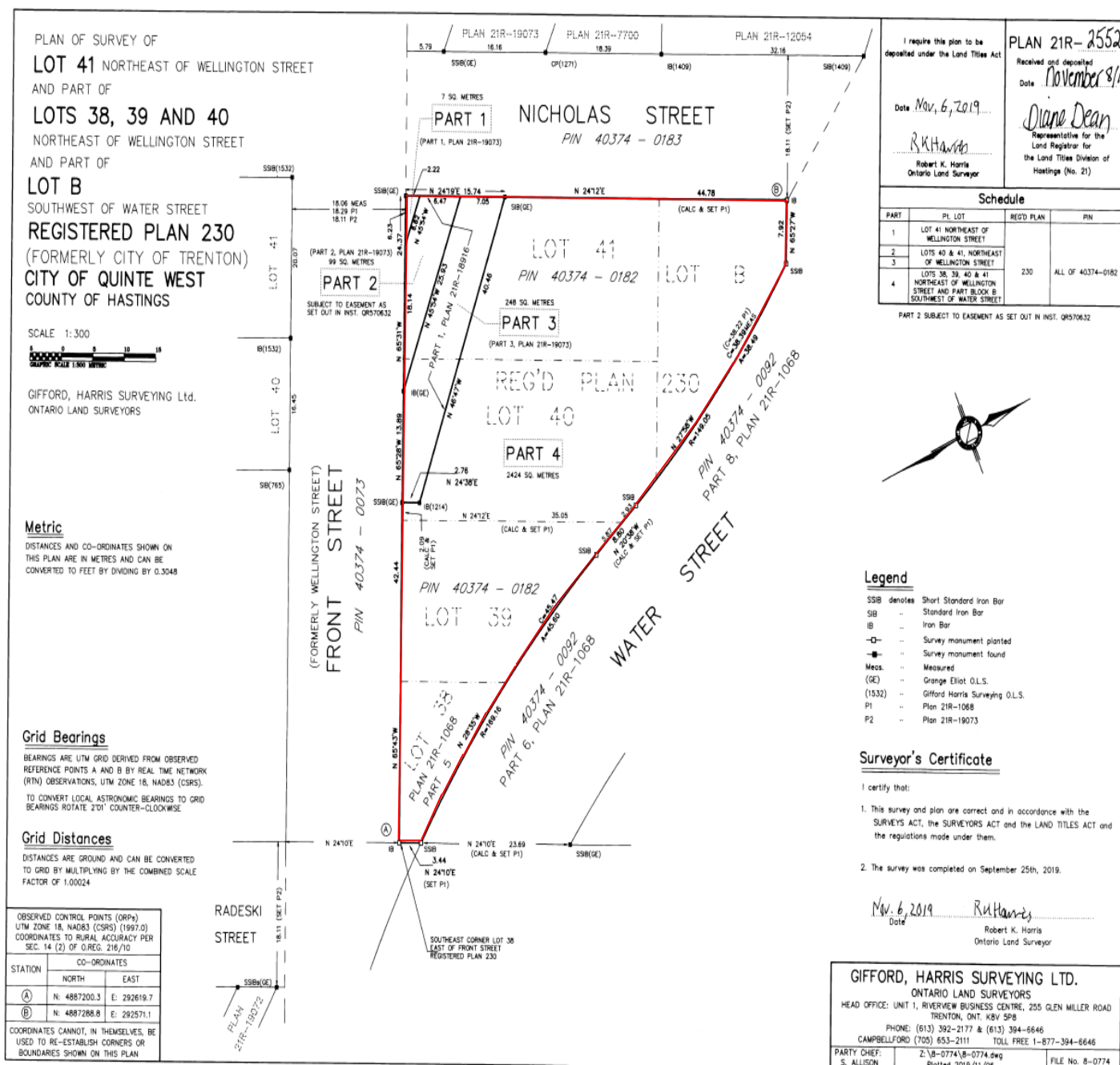
Schedule A

Lower Trent Region Conservation Authority lands to be transferred including lands which require Minister's approval

PIN	LRO #	Municipality	Land to be transferred to 1136967 Ontario Inc.	Area
All of 40374- 0182	21	City of Quinte West	Parts of Lots 38-41, Plan 230, Part 1, Plan 21R-18916 and Lot 39 and Part of Lots 40, 41, Plan 230 and Part of Lot 38, Plan 230, City of Trenton, Now in the City of Quinte West, County of Hastings.	0.75 ha or 0.303 acres

Schedule B

Highlighted plan with the Lower Trent Region Conservation Authority lands to be transferred including the two properties requiring Minister's approval.





CAO REPORT

Date: December 3, 2025
To: Board of Directors
Prepared by: Rhonda Bateman, Chief Administrative Officer

STAFF NEWS

Gage Comeau tendered his resignation with Lower Trent Conservation as of December 12, 2025. Gage has been with LTC for almost 10 years. His expertise and knowledge will be greatly missed. He developed good relationships with builders, the public and municipal staff. We wish him well as he moves forward on the next chapter in his personal and professional development.

We are pleased to announce that we have hired Mike Wilson, a professional geoscientist, who will join the planning and regulations department and will be working with the Drinking Water Source Protection program and the Bay of Quinte Remedial Action Plan. Mike has had a strong and varied career with conservation authorities and the private sector. Mike will begin with LTC on December 22, 2025.

MUNICIPAL PRESENTATIONS

The CAO was invited to present the 2026 draft budget to five of our seven municipal councils, Centre Hastings, Alnwick/Haldimand, Quinte West, Brighton and Trent Hills. In addition to the budget, there were many questions regarding the ERO proposal of consolidated conservation authorities. We were well received at all councils and discussions were amicable. The only direction regarding a revisit of the budget came from Quinte West council requesting a decrease to less than 6 percent, preferably 5%. From the two councils that were not requesting presentations, Stirling-Rawdon council had no concerns and Cramahe did not supply any feedback.

I foresee future council presentations once a framework and timelines are released for the consolidation proposal.

PROVINCIAL GOVERNMENT

The ERO posting for conservation authority consolidation was the focus of several meetings over the course of the past month. The MECP hosted a virtual meeting on November 18th which three staff and three board members attended. It was a slide deck outlining the ERO proposal, the rationale behind the consolidation and the proposed benefits.

The MECP hosted the first engagement session for CAs and municipal representatives on December 1st in Vaughan. Our watershed was represented by the CAO, the LTC Vice-Chair, Brighton Councillor Wheeldon and the Manager of Planning and Development from Cramahe. The engagement session was for the Eastern Lake Ontario Regional CA and the Western Lake Ontario Regional CA and the

Toronto Region CA. This engagement session presented the same slide deck as the November meeting. There were specific questions posed by MECP and each group responded to the questions. There was no opportunity to engage as a group and ask questions of the minister, who was present through the session, or the Conservation Executive. Most group responses were focussed on alternatives to the proposed consolidation efforts.

There are several more engagement sessions planned for other regional CA groups over the next few weeks.

EASTERN ONTARIO REGIONAL CA

As a result of the consolidation proposal, the CAOs and General Managers of the proposed grouping of seven authorities have been meeting to discuss the consolidation and our separate Boards impressions. In general, our group has discussed the opportunity of the MECP to delay the consolidation. We see benefits in bringing forward the technology, administrative and permitting standardization requirements to see if we can individually meet these targets before consolidation becomes a reality. We see the loss of local knowledge and local targets getting lost in a larger regional setting.

CONSERVATION ONTARIO

Conservation Ontario has been reviewing the consolidation proposal with the existing CAs. They are monitoring media and resolutions. We have had several meetings and there is a CO Council meeting being held on Monday December 8th and a subsequent meeting that will occur during our December 11th Board meeting.