

NIAGARA PENINSULA CONSERVATION AUTHORITY

Board of Directors Meeting

October 23, 2026, 10:00a.m.

Carolinian Hall

3350 Merrittville Hwy., Thorold ON

AGENDA

CALL TO ORDER – ROLL CALL

The Niagara Peninsula watershed is situated within the traditional territory of the Haudenosaunee, Attiwonderonk (Neutral), and the Anishinaabeg, including the Mississaugas of the Credit—many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties (No. 3, 4, and 381) and is within the land protected by the Dish with One Spoon Wampum agreement. Today, the watershed is home to many First Nations, Métis, and Inuit.

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF MINUTES

3.1 Minutes of the Full Authority Meeting dated, September 25, 2026

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4. CHAIR'S UPDATE

5. CORRESPONDENCE

6. PRESENTATIONS

6.1. 2027 Budget and Municipal Levies (*distributed separately*)

Presented by Lise Gagnon, Director of Corporate Services

6.2. Watershed Monitoring Technical Report 2025 (*distributed separately*)

Presented by Joshua Diamond, Manager, Watershed Monitoring and Reporting

7. DELEGATIONS

7.1. Niagara Peninsula Conservation Foundation 2026 Directors Challenge (*distributed separately*)

Presented by Brett Harrington, NPCF Chair

8. CONSENT ITEMS

8.1. Report No. FA-26-26 RE: Watershed Monitoring Technical Report 2025

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9. DISCUSSION ITEMS

9.1. Report No. FA-27-26 RE: 2027 Draft Budget and Municipal Levies (*budget book distributed separately*)

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9.2. Report No. FA-28-26 RE: Financial Report - Q3 – September 2026

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10. COMMITTEE REPORTS

10.1. Finance Committee Minutes, dated September 16, 2026

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11. MOTIONS

12. NOTICES OF MOTION

13. NEW BUSINESS

14. CLOSED SESSION

15. ADJOURNMENT

NIAGARA PENINSULA CONSERVATION AUTHORITY
Board of Directors Meeting Minutes
September 25, 2026, 10:00 a.m.
Carolinian Hall
3350 Merrittville Hwy., Thorold ON

MEMBERS PRESENT: R. Foster, Chair
S. Beattie
D. Cridland
B. Grant
J. Metcalfe, Vice Chair
M. Seaborn
M. Tadeson
A. Witteveen

REGRETS: B. Clark, P. O'Neill

STAFF PRESENT: L. Lee-Yates, CAO/Secretary-Treasurer
A. Christie, Director, Conservation Areas
J. Culp, Manager, Compliance & Enforcement
D. Deluce, Director, Planning & Development
N. Green, Director, Watershed Strategies & Climate Change
E. Navarro, Communications and Marketing Specialist
S. Pfeifer, Investor & Donor Relations Officer, NPCF
G. Shaule, Administrative Assistant
S. Winninger, Interim Coordinator – Office of the CAO & Board
S. Zavarella, Manager, Communications & Public Relations

OTHERS: Petra Matar and David Premi, Design Partners in Architecture and Interiors (DPAI)

For the purpose of clarity, the minutes will follow the order of the Agenda

The meeting was called to order at 10:00 a.m.

1. APPROVAL OF AGENDA

Resolution No. FA-77-2026
Moved by: John Metcalfe
Seconded by: Brian Grant

THAT the agenda for the Full Authority Board meeting held on September 25, 2026 **BE AMMENDED** to address item 9.1 immediately following item 6.1.

CARRIED

2. DECLARATION OF CONFLICTS OF INTEREST

There were none.

3. APPROVAL OF MINUTES

Resolution No. FA-78-2026

Moved by: Donna Cridland

Seconded by: Stew Beattie

THAT the Minutes of the Full Authority Meeting dated July 24, 2026 **BE APPROVED.**

CARRIED

4. CHAIR'S UPDATE

- Chair Foster thanked staff, the Board of Directors and partners for the incredible work that is done on behalf of NPCA and the watershed.
- Chair Foster recognized the tremendous amount of planning, coordination and hard work put forth by all who were involved in the Our Trees for All team who met the very ambitious target of planting 40,000 trees.
- Chair Foster indicated that Mike Harris, Minister of Natural Resources, and Parliamentary Assistant Dawn Gallagher Murphy were recently welcomed at Niagara College in Niagara-on-the-Lake for the funding announcement through the Invasive Phragmites Control Fund. This is in connection with NPCA's broader Invasive Species Strategy and partnership with the Invasive Species Centre. Through this investment, the NPCA is receiving \$83,000 to support our expert staff and partners to advance invasive species management across the watershed.
- Chair Foster noted that September 30th marks the National Day for Truth and Reconciliation in Canada, which was established in response to "Call to Action 80" of the Truth and Reconciliation Commission, to create a statutory holiday recognizing Survivors, their families, and communities while ensuring the history and legacy of residential schools are publicly remembered. NPCA, in partnership with Kakekalanicks, Niagara Folk Arts Festival and Bridges Niagara are hosting for the third year, Reawakening: Stories by the Fire at Ball's Falls Conservation Area on September 26, 2026 from 5:30 to 8 pm. This engaging evening will feature Indigenous voices, stories, songs and teachings along Twenty Mile Creek, followed by fireside storytelling and music with Huron-Wendat violinist, composer and storyteller Geneviève Gros-Louis. More information is available on NPCA's website.
- Chair Foster stated he looks forward to seeing Members and staff at the Ball's Falls Thanksgiving Festival that will run from October 9 to 12th. Tickets are now available online at thanksgivingfestival.ca. Chair Foster recognized the amount of work that goes

into bringing the Festival to life each year and thanked the team for the commitment and enthusiasm that they bring to making this event such a success year after year.

- Chair Foster relayed that there is a series of open houses related to the Four Mile Creek Integrated Watershed Plan and Four Mile Creek Floodplain Mapping, as well as the Lake Ontario Coastal Resilience Pilot Project, which will engage communities across Niagara, Hamilton and Halton. These events strengthen community relationships as well as demonstrate the value of what the NPCA does by getting out into the community and meeting people where they are. Please visit the NPCA website for more information on these projects and dates for upcoming open houses.
- Chair Foster reported that the NPCA's annual Staff and Volunteer Appreciation Event will happen on November 10th. After a busy year, it will be an opportunity to come together, celebrate NPCA's staff and volunteers and recognize what the teams' accomplishments and the strong legacy that has been created for our watershed.
- Chair Foster provided an update on the Western Lake Ontario Regional Conservation Authority Transition Committee, indicating that CAO Lee-Yates and he attended the kick-off meeting last week. The work of the Committee will help guide the governance and transition-related work for the new regional conservation authority, while the important day-to-day watershed-based work of the NPCA and our partner conservation authorities continues. The Transition Committee is tasked with developing a transition workplan with a focus on continuity and providing a smooth transition. We will continue to work with the Ontario Provincial Conservation Agency and our Project Executive, Ms. Jacqueline Johnson to bring forward updates to the NPCA Board of Directors, staff and partners as they become available.
- Member Donna Cridland provided an update from the Niagara Peninsula Conservation Foundation indicating that the Foundation will be at the Ball's Falls Thanksgiving Festival with the annual online 50/50 Raffle for Nature, which is now online. Additionally, the Foundation Board endorsed the return of Golden Hour fundraising event for 2027.

5. CORRESPONDENCE

Resolution No. FA-79-2026

Moved by: Michelle Seaborn

Seconded by: Mark Tadeson

THAT the following Correspondence **BE RECEIVED**:

5.1. Correspondence dated September 2, 2026 from Mississaugas of the Credit First Nation
RE: Consultation on Proposed Governance Regulations for Regional Conservation
Authorities and the Ontario Provincial Conservation Agency (ERO #026-0704)

5.2. Correspondence dated September 9, 2026 from Hassaan Basit, CEO, Ontario Provincial Conservation Agency RE: Municipal Elections and Conservation Authority Board Governance

5.3. Correspondence dated September 10, 2026 from Conservation Ontario RE: Consultation on Proposed Governance Regulations for Regional Conservation Authorities and the Ontario Provincial Conservation Agency (ERO #026-0704)

5.4. Correspondence dated September 9, 2026 from Hassaan Basit, CEO, Ontario Provincial Conservation Agency RE: OPCA Authorization for Proposed Service Agreement with Ducks Unlimited Canada related to Restoration of Binbrook Conservation Area

5.5 Correspondence dated August 31, 2026 from Town of Fort Erie Mayor Wayne Redekop and CAO Chris McQueen RE: 2026 AMO Conference Delegation

6. PRESENTATIONS

6.1. St. Johns Centre Conservation Area Mill House Project

Adam Christie, Director of Conservation Areas, Petra Matar, Principal, DPAl and David Premi, Principal and CEO, DPAl, provided a presentation on the proposed St. Johns Centre Mill House Project

Resolution No. FA-80-2026

Moved by: Brian Grant

Seconded by: John Metcalfe

THAT the St. John's Centre Presentation **BE RECEIVED.**

CARRIED

6.2 Regional Consolidation of Conservation Authorities Update and NPCA Comments on Proposed Governance Regulations

CAO/Secretary-Treasurer, Leilani Lee-Yates provided an update presentation on the transition to regional conservation authorities. Following the presentation, Chair Foster re-iterated that current Board members will continue to sit on the NPCA Board of Directors until February 1, 2027, working through the transition process.

Resolution No. FA-82-2026

Moved by: Donna Cridland

Seconded by: Mark Tadeson

THAT the the Regional Consolidation of Conservation Authorities Presentation **BE RECEIVED.**

CARRIED

7. DELEGATIONS

There were none.

8. CONSENT ITEMS

8.1. Report No. FA-25-26 RE: Consultation on Proposed Governance Regulations for Regional Conservation Authorities and the Ontario Provincial Conservation Agency (ERO #026-0704) - NPCA Comments

Resolution No. FA-83-2026

Moved by: Michelle Seaborn

Seconded by: Brian Grant

THAT Report No. FA-25-26 RE: Consultation on Proposed Governance Regulations for Regional Conservation Authorities and the Ontario Provincial Conservation Agency (ERO #026-0704) - NPCA Comments **BE RECEIVED**

CARRIED

9. DISCUSSION ITEMS

9.1. Report No. FA-22-26 RE: St. Johns Centre Conservation Area Mill House Project

Adam Christie, Director of Conservation Areas provided an overview of the staff report and answered Members' questions related to the detailed design and next steps of the project, which included the exploration of costs, options for funding. Staff will provide an update to the Board in the future as the project progresses.

Resolution No. FA-81-2026

Moved by: Donna Cridland

Seconded by: Mark Tadeson

THAT Report No. FA-22-26 regarding St. Johns Centre Conservation Area Mill House Project **BE RECEIVED;**

AND THAT the concept for the adaptive reuse and renovation of the St. Johns Mill House as outlined in the St. Johns Mill House Feasibility Study attached **BE ENDORSED;**

AND THAT staff be directed to advance the project through detailed planning, design development, technical investigations, regulatory review, and funding exploration, with future project implementation and capital funding requirements to be considered through the NPCA's 10-Year Capital Plan and annual budget processes, seeking Board direction and approval as required.

CARRIED

9.2 Report No. FA-23-26 RE: Composting Eco-Toilets

Adam Christie, Director, Conservation Areas provided an overview of the staff report indicating that following a directive from the Board at the April 2026 meeting, the possibility of including eco-toilets within the Binbrook Conservation area was studied. During the review, opportunities were identified to include eco-toilets in NPCA's other conservation areas, specifically, where traditional servicing infrastructure is not in place. Staff noted that where it is feasible and cost-effective to do so, eco-toilets would be considered as an additional infrastructure option within NPCA's conservation areas.

Resolution No. FA-84-2026

Moved by: Mark Tadeson

Seconded by: John Metcalfe

THAT Report FA-23-26 regarding Composting Eco-toilets within NPCA Conservation Areas **BE RECEIVED** for information;

AND THAT the findings of the eco-toilet review be endorsed as a potential washroom solution for conservation areas where traditional water and wastewater servicing is unavailable, impractical, or cost prohibitive;

AND THAT staff be directed to incorporate eco-toilet facilities as a consideration in future conservation area planning, capital projects, park development initiatives, and infrastructure replacement programs where feasible and appropriate.

CARRIED

9.3 Report No. FA-21-26 RE: Delegation of the Responsibilities under Municipal Freedom of Information and Protection of Privacy Act

CAO/ Secretary-Treasurer Leilani Yee-Yates provided an overview of the report, answered members' questions.

Resolution No. FA-85-2026

Moved by: Brian Grant

Seconded by: Donna Cridland

THAT Report No. FA-21-26 RE: Delegation of the Responsibilities under the *Municipal Freedom of Information and Protection of Privacy Act* **BE RECEIVED**;

AND THAT the responsibilities of the Head under the *Municipal Freedom of Information and Protection of Privacy Act* be delegated to the Director, Planning & Development, who shall serve as the interim Freedom of Information (FOI) Coordinator;

AND FURTHER THAT the FOI Coordinator complete an annual statistical report to be provided to the Board for information, and report to the Governance Committee on FOI and privacy matters as deemed necessary or appropriate.

CARRIED

9.4 Report No. FA-24-26 RE: Lease Agreement with the Fort Erie Conservation Club
Adam Christie, Director of Conservation Areas provided an overview of the staff report indicating that the NPCA has had a long-standing agreement with the Fort Erie Conservation Club, who owns and operates a building within the Stevensville Conservation Area. An updated five-year agreement, outlining both parties' current roles and responsibilities been drafted. While these agreements ordinarily fall within the CAO's delegated authority, the Minister's Direction limits service agreements to two years unless authorization is obtained from the Ontario Provincial Conservation Agency (OPCA). Staff therefore sought Board support to submit the agreement for provincial authorization.

Staff were directed to inform the Board if approval from OPCA to enter into the agreement is denied.

Resolution No. FA-86-2026

Moved by: Donna Cridland

Seconded by: John Metcalfe

WHEREAS since 1983, the Fort Erie Conservation Club has owned and operated a building located within the Stevensville Conservation Area that is used for special events, community activities, and educational programming;

WHEREAS the lease agreement between the Fort Erie Conservation Club and the Niagara Peninsula Conservation Authority (NPCA) expired in 2018, and a new agreement is required that reflects the current partnership, clearly defines roles and responsibilities, and supports the interests in the operation, maintenance, and conservation of the property;

WHEREAS conservation authorities are temporarily prohibited from providing a service where the duration of the provision of service exceeds two years in length, unless authorization is obtained from the Chief Executive Officer of the Ontario Provincial Conservation Agency (OPCA);

WHEREAS a resolution of the authority supporting the proposed decision must be submitted to OPCA for consideration of such requests;

THAT Report No. FA-24-26 RE: Lease Agreement with Fort Erie Conservation Club **BE RECEIVED;**

AND THAT staff be **DIRECTED** to seek authorization from OPCA as per the Minister's Direction regarding temporary restrictions provided on May 1, 2026;

AND THAT staff BE **AUTHORIZED** to enter into a 5-year Lease Agreement between the Niagara Peninsula Conservation Authority and the Fort Erie Conservation Club;

AND FURTHER THAT staff **EXECUTE** necessary documents upon authorization, if received.

CARRIED

10. COMMITTEE REPORTS

There were none.

11. MOTIONS

There were none.

12. NOTICES OF MOTION

There were none.

13. NEW BUSINESS

13.1. Member Metcalfe congratulated MPP Sam Oosterhoff on his appointment to the Minister of Agriculture, Food and Agribusiness for Ontario.

14. CLOSED SESSION

There was none.

15. ADJOURNMENT

Chair Foster adjourned the meeting at 11:37.m.

Report To: Board of Directors

Subject: Watershed Monitoring Technical Report 2025

Report No: FA-26-26

Date: October 23, 2026

Recommendations:

THAT Report No. FA-26-26 RE: Watershed Monitoring Technical Report 2025 **BE RECEIVED.**

AND THAT a copy of the Watershed Monitoring Technical Report 2025 **BE CIRCULATED** to local watershed municipalities, Indigenous partners, Public Health Units, and staff representatives at Ministry of Natural Resources (MNR), Ministry of the Environment and Parks (MECP) and Canada Water Agency.

Purpose:

To provide an overview of the key findings presented in the Watershed Monitoring Technical Report 2025, which highlights Niagara Peninsula Conservation Authority's (NPCA) environmental monitoring program, provides insight into the health of the watershed, and offers recommendations to improve environmental conditions.

Background:

For decades, NPCA has been monitoring watershed conditions through streamflow monitoring, ecological studies of its conservation areas, and the water quality monitoring program which includes participation in the Provincial Water Quality Monitoring Network (PWQMN) and Provincial Groundwater Monitoring Network (PGMN). As part of its 2021–2031 Strategic Plan, NPCA launched its enhanced Integrated Watershed Monitoring Program (IWMP) in 2024 to improve and coordinate monitoring efforts across its jurisdiction.

The IWMP is comprised of three core program areas: Long-Term Watershed Monitoring (i.e., surface water, groundwater, hydrometrics (water quantity), and terrestrial ecosystems), Corporate Support Services (monitoring for NPCA-specific needs), and Monitoring Service Provider (environmental monitoring services to its watershed partners such as municipalities, provincial and federal agencies as well as private companies). Together, these components

form a cohesive framework for delivering effective and integrated watershed monitoring across the NPCA's jurisdiction while supporting informed watershed management and decision-making.

Discussion:

The [2025 Watershed Monitoring Technical Report](#) is a key IWMP reporting deliverable which provides a comprehensive overview of the most recent environmental monitoring, watershed health conditions, trends, and recommendations across the three core program areas. Data collected through the program informs watershed health assessments, identifies pollution sources, and supports flood forecasting.

Overall, findings indicate that watershed health remains degraded due to historical impacts, but targeted restoration efforts such as nutrient management, riparian buffer expansion, and forest cover enhancement can help reverse these trends over time. Continued monitoring is essential to track progress, guide decision-making, and ensure alignment with provincial and federal water quality standards. A summary of the findings for each of the core program areas is provided below.

Long-Term Monitoring Program

Surface Water Quality Monitoring

NPCA monitors surface water quality monthly across 84 stations in the watershed during the ice-free season, using chemical indicators such as chloride, nitrate, phosphorus, suspended solids, metals, and *E. coli*. The NPCA uses these data to calculate the Canadian Water Quality Index (WQI) which is a tool that summarizes complex water quality monitoring data into a single, understandable score that is easy to communicate and allows comparisons among sites and between current and previous assessments. The WQI ratings for the NPCA's surface water monitoring program are found in Appendix 1. In addition, benthic invertebrate samples are collected at some locations as biological indicators of stream health due to their sensitivity to localized environmental conditions.

Taken together, water quality and benthic monitoring results show that many watersheds in Niagara exhibit poor or impaired water quality, primarily due to pollutants from both non-point sources (e.g., agriculture, septic systems, road salt) and point sources (e.g., stormwater outfalls, sewer overflows). However, watercourses influenced by groundwater discharge, the Great Lakes, or located in well-forested areas, tend to have better water quality ratings.

Groundwater Quality Monitoring

NPCA collects groundwater quality data from 46 monitoring wells (non-drinking water), including 15 wells from the PGMN and 31 NPCA-operated wells. These wells are distributed

across the watershed to assess ambient conditions in various bedrock and overburden aquifers (see Appendix 2 for well locations).

Monitoring results show that groundwater quality is highly variable, with some wells exceeding Ontario Drinking Water Standards. Most exceedances are attributed to naturally occurring geological conditions except for one well which has ongoing elevated levels of nitrate linked to anthropogenic sources. PGMN monitoring wells with these types of exceedances are provided to the Ontario Ministry of Environment, Conservation and Parks (MECP) for further investigation as per their protocols, with notifications sent to the appropriate municipal Public Health Departments. The only follow-up action required by the NPCA is to notify the property owner where the well is located about an ongoing or new groundwater quality exceedance.

Terrestrial Monitoring

NPCA continues to advance its long-term terrestrial monitoring activities in Conservation Areas as part of the IWMP. Following completion of statistical power analyses and establishment of 17 permanent forest monitoring plots in 2024, work continued in 2025 to support program implementation; however, there were some delays in completing all plots due to staffing resources and competing operational priorities. Remaining plots were re-scheduled for 2026 along with a review of current monitoring protocols to ensure the program remains efficient, scientifically robust, and aligned with long-term monitoring objectives.

Hydrometric Monitoring

NPCA's Hydrometric Monitoring Program is a critical component of its watershed monitoring efforts, providing continuous data on surface water quantity and climate conditions. The program includes 21 water level stations, 7 flow stations, 11 precipitation stations, 7 wind stations, and 7 snow monitoring sites, with readings taken every 5 to 15 minutes or seasonally, as appropriate. This data supports the NPCA's mandated flood forecasting and warning function under the *Conservation Authorities Act* and *O. Reg. 686/21*, enabling timely flood messaging to municipalities and media when flooding is possible or imminent. These alerts help local governments activate emergency response plans and protect public safety.

While hydrometric data is not included in this report, real-time and historical streamflow and water level information is available through the NPCA's online Flooding and Stream Flow Monitoring portal at npca.ca/watershed-health

Corporate Support Services

The IWMP includes a component that supports other NPCA programs and/or divisions with crucial monitoring data to inform operational activities (e.g., beach monitoring, management planning). The type and number of Corporate Support Services provided is dynamic and driven by NPCA program and project needs.

Projects for 2025 included the following:

- Conservation Area Water Quality Monitoring
- Conservation Area Ecological Studies
- Conservation Area Beach *E.coli* Monitoring
- Lake Niapenco Perfluorinated Compound Monitoring
- Central and Lower Welland River Fish Monitoring
- Lake Niapenco Fish Population Study

Monitoring Service Provider

Given NPCA's dedicated team of experts trained in using state-of-the-art technologies, monitoring protocols, and data analyses related to hydrometric, groundwater, surface water, and terrestrial monitoring, NPCA's IWMP includes a Fee-for-Service component that provides monitoring services to local partners (e.g., municipalities, private corporation). This type of service is executed through a Memorandum of Understanding, as per the requirements of the *Conservation Authorities Act*.

In 2025, NPCA provided site-specific monitoring services for the following projects:

- Hamilton International Airport Monitoring
- Health Canada Pesticide Research

Next Steps:

To build on the progress made through the IWMP, continued support and investment in monitoring activities is essential to track progress, guide decision-making, and ensure alignment with provincial and federal water quality standards.

Key next steps include communicating with partners and other interested parties to share information about IWMP findings, maintaining long-term monitoring programs to ensure up-to-date data, continuing to enhance data management systems, and strengthening partnerships with internal and external stakeholders.

A plain-language summary of the report, [*Watershed Monitoring: Highlights and Key Insights*](#), was developed to further support information sharing with the community and other interested parties. Following the Board meeting, both the Watershed Monitoring Technical Report 2025 and plain-language summary will be posted to NPCA's website: <https://npca.ca/watershed-health#water-quality-monitoring>.

Financial Implications:

There are no financial implications as the IWMP is included as part of regular annual operating budgets and fee-for-service agreements, as appropriate.

Links to Policy/Strategic Plan:

Goal 1.1 Support evidence-based decision-making for climate resilient watershed and shorelines; Goal 4.1 Strengthen government relations toward collective outcomes and impact; Goal 4.2 Foster relationships with the community, non-government organizations, businesses, agriculture, industry, and academic institutions for collection outcomes and impact

Related Reports and Appendices

Appendix 1 – Canadian Water Index Ratings of NPCA Surface Water Quality Monitoring Stations 2021-2025

Appendix 2 – Groundwater Monitoring Well Locations

Authored by:

Original Signed by:

Joshua Diamond, M.Sc. C.Tech.
Manager, Watershed Monitoring and Reporting

Reviewed by:

Original Signed by:

Natalie Green, M.Sc., PMP
Director, Watershed Strategies & Climate Change

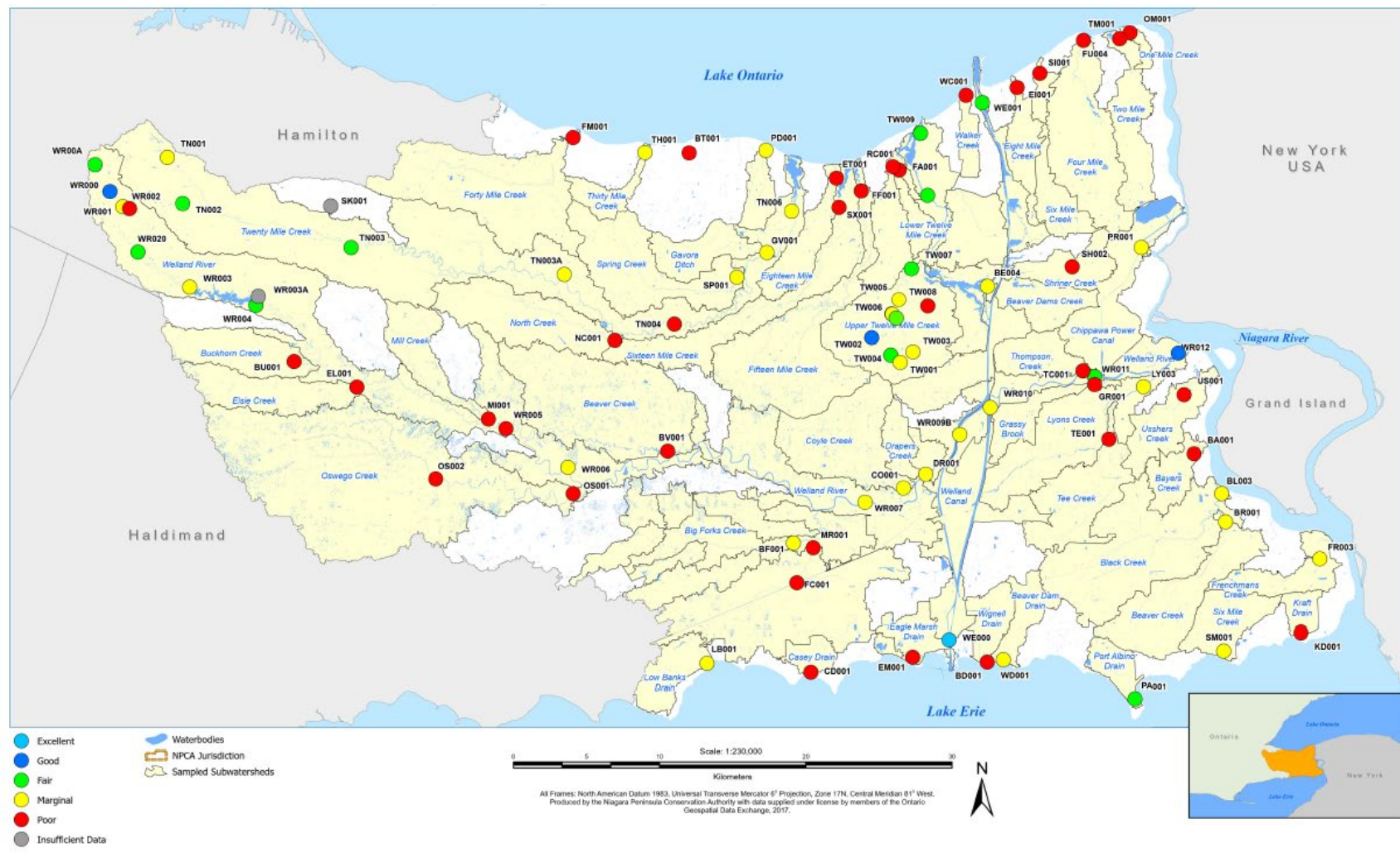
Submitted by:

Original Signed by:

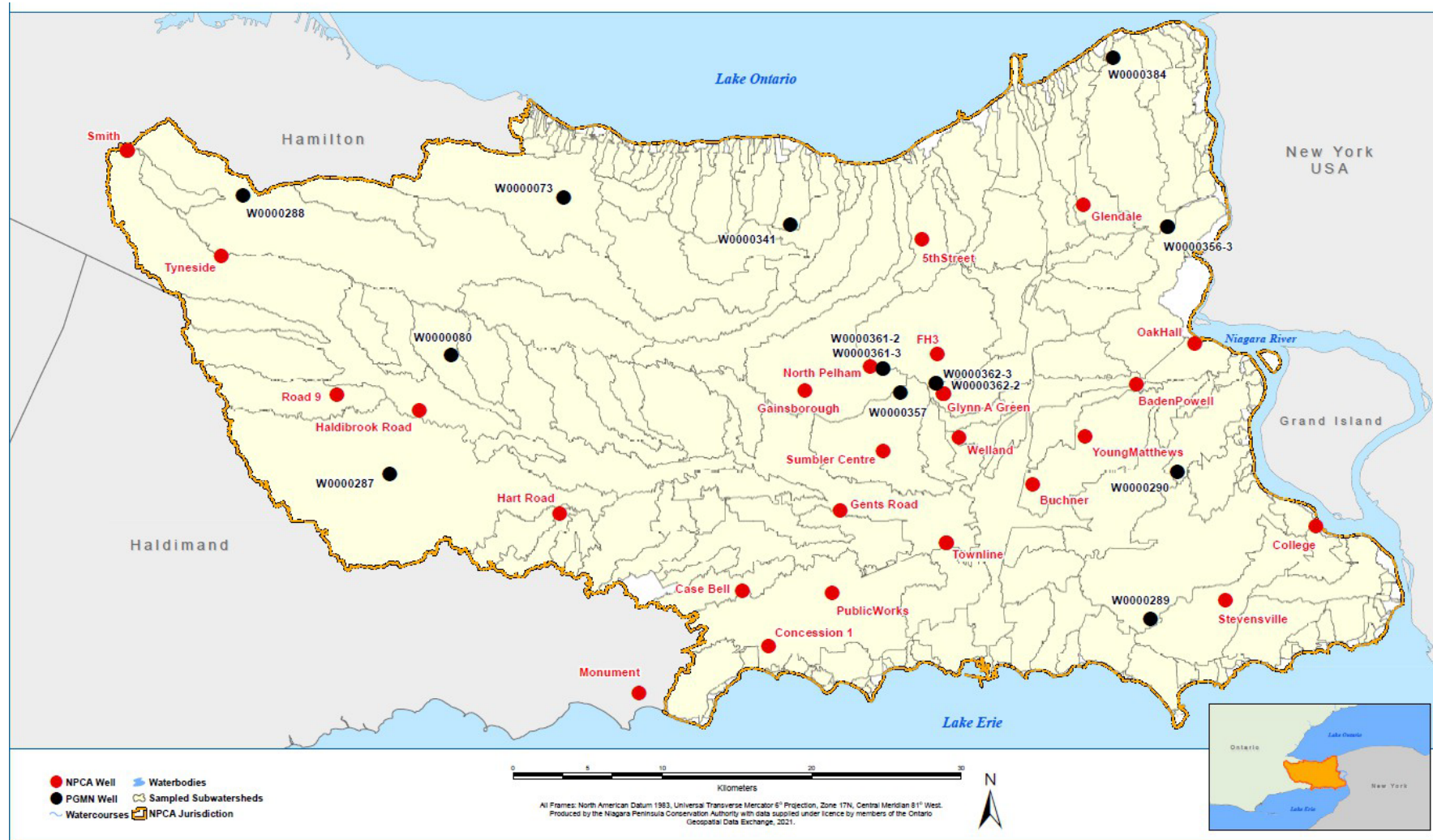
Leilani Lee-Yates, BES, MSPL.RPD, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

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FA-26-26: Appendix 1



FA-26-26: Appendix 2 – Groundwater Monitoring Well Locations



Report To: Board of Directors

Subject: 2027 Draft Budgets and Municipal Levies

Report No: FA-27-26

Date: October 23, 2026

Recommendation:

THAT Report No. FA-27-26 RE: 2027 Draft Budgets and Municipal Levies **BE RECEIVED**;

AND THAT the 2027 Budgets and Municipal Levies **BE APPROVED BY WEIGHTED LEVY VOTE** for discussion with municipal staff, in accordance with Board approved Budget Assumptions;

AND THAT NPCA staff **REPORT** the results of discussions with municipal staff in 2027 Q2 at Finance Committee and Board of Directors meetings, or to the new Regional Conservation Authority Board, whichever meeting may come first.

AND THAT NPCA staff **PROVIDE** a copy of the 2027 Board-approved budgets to the Minister of the Environment, Conservation and Parks and each participating and specified municipalities as well as the Ontario Provincial Conservation Agency (OPCA) (*O.Reg 402/22 section 24*).

Purpose:

The purpose of this report is to provide the Board of Directors with:

- 2027 General Levy Apportionment;
- 2027 Draft Budgets and Municipal Levies; and

Full details of the 2027 Draft Budgets and Municipal Levies are outlined in Appendices 1 and 2. Please note that Appendix 2 represents the 2027 Draft Budgets and Municipal Levies in the *Conservation Authorities Act* Programs and Services Inventory format.

Background:

In the development of the recommended budget assumptions for the 2027 budget process, staff

have reviewed and considered the following:

- Funding municipalities guidelines for the municipal levy when available. Further to discussions with municipal partners' finance staff, staff are not anticipating receiving any municipal budget guidelines for 2027 until NPCA budgets are complete, due to municipal elections.
- As a result of the late October municipal elections, it is anticipated that municipal approval of NPCA's 2027 budgets will be delayed into the first quarter of 2027.
- Cost of living adjustments (COLA) and grid step increases.
- Inflation (Consumer price index – CPI).
- Minister's Direction regarding budget and apportionment matters: staff are following the MECP direction that aims to preserve operational and budget process continuity for 2027 which dictates that NPCA follow the normal budget process, giving consideration to the continuity of operations, maintenance of programs and levels of service and financial neutrality.
- Impacts from tariffs.
- Multi-year contractual obligations.
- Municipal services requested through a Board-approved Memorandum of Understanding (MOU), such as tree planting services.
- Operating, capital, and program pressures.
- Board approved Fee Policy and full cost accounting.
- Focus on internal efficiencies.
- General economic outlook.
- Impacts on service delivery.
- Asset management and state-of-good repair.
- User-Pay Principle.

Discussion:

2027 Draft Operating Budgets

NPCA's overall 2027 Draft Operating Budget of \$16.644M is supported by \$8.9M in municipal levy, \$5.707M in authority-generated revenue, and \$2.045M in grant funding. Overall, the operating volume in this zero-based maintenance budget has increased marginally by 2.5% over 2026 (\$407K).

The 2027 Draft Operating Budget is effectively a maintenance budget to address critical priorities and achieve required service levels, while keeping within municipal expectations in a year of

fiscal restraint. Salaries and benefits represent the largest portion of total expenditures at 73%. Operating pressures break down as follows:

• 2.8% COLA provision – collective agreement compliance	\$373,564
• <u>Inflation – non-salary disbursements</u>	<u>33,134</u>
• 2027 Operating Budget increase	\$406,698

NPCA seeks opportunities to offset the municipal levy where possible. One example of this is Land Care, which is a category 1 mandatory service which can be fully included in the municipal levy. Total costs for 2027 are projected at \$1.212M, but only 26% is funded through municipal levies. The residual balance is sourced from authority generated revenues, thereby reducing the levy ask of our municipal partners.

2027 Capital, Special Project and Land Securement

Capital and Special Projects

The 2027 Draft Capital and Special Projects Budget includes critical conservation area infrastructure projects required to maintain service level needs, address health and safety and state of good repair priorities. NPCA’s overall 2027 Draft Capital and Special Project Budget of \$2.877M is supported by \$2.08M municipal levy, \$418K in authority-generated external revenue, and \$378K in grant funding.

Proposed 2027 Capital projects for Hamilton require special levy support of \$435,819, primarily driven by health and safety and state of good repair works at Binbrook Conservation Area. This balance represents a material increase over 2026. In order to undertake these required projects, NPCA is proposing a one-time restructuring of the Hamilton special levy for 2027 – please see Table 1A below.

NPCA has been working with Watson Consulting to draft a comprehensive Asset Management Plan (AMP). It is anticipated that the AMP will be presented to the Board of Directors for consideration and approval at the November 27, 2026 meeting. The AMP will provide a roadmap for appropriate management NPCA’s asset base, identify the required investments for long-term sustainability, allow the organization to appropriately meet and maintain identified service levels, inform long-term budgeting and capital planning and provide long-term predictability for municipal partners in terms of capital and infrastructure requirements.

Land Securement:

Staff have identified one key property in Niagara for land securement consideration in 2027. This property is adjacent to an existing NPCA conservation area and would expand the existing public green space while providing critical support for long term revenue generation. This property would require additional financial support of \$158,750 which represents 14.4% of the total proposed acquisition cost. The residual amount (85.6%) will be funded by the existing

balance in the Niagara Land Securement Reserve as well as support from the Niagara Peninsula Conservation Foundation.

NPCA staff continue to pursue potential land securement opportunities surrounding the Binbrook Conservation Area and Ruigrok Tract, which are priority areas identified within the Board-approved Land Securement Strategy.

In order to accommodate this proposed land securement opportunity and meet state of good repair infrastructure projects in Niagara, NPCA is proposing a one-time restructuring of the Niagara and Hamilton special levy for 2027 – please see Tables 1A and 1B below.

Table 1A - 2027 Hamilton Special Levy			
	2027	2026	Variance
Capital and Special Projects	\$ 435,819	\$ 223,022	\$ 212,797
Land Securement	54,290	146,000	- 91,710
Total	\$ 490,109	\$ 369,022	\$ 121,087

Table 1B - 2027 Niagara Special Levy			
	2027	2026	Variance
Capital and Special Projects	\$ 1,624,983	\$ 1,437,278	\$ 187,705
Land Securement	158,750	250,000	- 91,250
Total	\$ 1,783,733	\$ 1,687,278	\$ 96,455

NPCA's 2027 budgets include a provision for land securement from each municipality as follows:

- Niagara Region \$158,750
- City of Hamilton \$ 54,290
- Haldimand County \$ 15,318
- Total \$228,358

Summary - 2027 Draft Municipal Levy

The Ministry of Natural Resources (MNR) provides the levy apportionment ratios, which are calculated from assessment data provided by MPAC and further revised based on Ontario Regulation 401/22 under the *Conservation Authorities Act*. 2027 Levy Apportionment Ratios break down as follows:

Table 2 - 2027 Municipal Levy Apportionment			
	2027	2026	Variance
Niagara	76.9294%	76.8667%	0.0627%
Hamilton	21.1317%	21.2010%	-0.0693%
Haldimand	1.9390%	1.9322%	0.0068%

A breakdown of municipal levies, including Capital, Special Projects and Land Securement special levies, is provided in Table 3 below. Additional details are included in Appendices 1 and 2.

Municipal contributions to the overall budget envelope represent 56.7%, which continues a pattern of decreased reliance on the municipal levy.

2027 Unfunded Budget Priorities

Not unlike other public sector organizations, NPCA's ability to undertake both operating special projects and capital investments have been significantly impacted by a lack of financial resources. The following issues contributed in part:

- a) NPCA needs to make significant investments in infrastructural upgrades and staffing resources to safely serve our communities. An Asset Management Plan (AMP) including a Financing Strategy is currently in progress and will provide further refinement to the Asset State of Good Repair Gap and funding requirements.
- b) Staff anticipate significant planning and growth pressures in the coming years in NPCA's jurisdiction requiring NPCA to proactively invest in science and information to support decision making.
- c) Completion of NPCA's 10-Year Strategic Plan has identified several gaps and priorities that NPCA must address in the coming years.
- d) *Conservation Authorities Act* and associated regulations requires several priorities to be completed; this includes a significant number of investments in updating conservation areas management plans, shoreline and coastal resilience technical updates and flood and erosion hazard mitigation projects.

In previous budget cycles, an assessment of current unfunded operating and capital priorities was prioritized by staff and presented to the Board for consideration and approval in the event external funding became available. On November 27, 2026 NPCA will be tabling a multi-year, comprehensive AMP including a financing strategy. It is expected that the AMP will better inform an ongoing schedule of unfunded budget priorities and state of good repair gaps. As such, staff are recommending that discussion and approval of unfunded budget priorities be deferred until the November 2026 meeting, in tandem with presentation of the AMP.

Financial Implications:

NPCA's 2027 Budgets and Municipal Levies have been developed in accordance with the existing levy guidelines of the *Conservation Authorities Act*. *Conservation Authorities Act* regulations specify the programs and services that Conservation Authorities must provide, requirements for service level agreements with partner municipalities, levy and budgets. Please note that Appendix 2 represents the 2027 Draft Budgets and Municipal Levies in the *Conservation Authorities* Programs and Services Inventory format.

The NPCA is required to prepare annual budgets as part of the fiscal control and financial responsibilities of the organization. The budget is also used in the audit process for evaluation by the external auditing firm. Annual audits are required as per Section 38 of the *Conservation Authorities Act*.

Related Reports and Appendices:

Appendix 1: NPCA 2027 Draft Budgets & Municipal Levies – Historical Format

Appendix 2: NPCA 2027 Draft Budgets & Municipal Levies – CA Programs and Services Format

Available upon request:

1. Land Securement Strategy – 2022 to 2032
2. Strategic Plan – 2021 to 2031

Links To Policy/Strategic Plan:

Goal 4.1: Strengthen government relations toward collective outcomes and impact

Goal 5.2: Improve internal operations and processes

Goal 6.1: Ensure responsible, sustainable, and sound fiscal practices

Goal 6.3: Improve asset management and close the state of good repair gap

Authored by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Reviewed and Submitted by:

Original Signed by:

Leilani Lee-Yates, BES, MSPL.RPD, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

Niagara Peninsula Conservation Authority

2027 DRAFT BUDGETS & MUNICIPAL LEVIES

October 2026



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2027 DRAFT BUDGET SUMMARY

Operating Budget - Revenues		2027 Budget	2026 Budget	Variance
	Municipal Funding	8,893,146	8,499,805	393,341
	Provincial Funding	585,162	577,845	7,317
	Federal Funding	926,864	1,021,985	-95,121
	Program Revenue	4,718,843	4,346,037	372,806
	Other	1,520,527	1,792,172	-271,645
Total - Operating Revenues		16,644,542	16,237,844	406,698
Operating Budget - Expenses		2027 Budget	2026 Budget	Variance
	Salaries and benefits, Employee Related	12,160,636	11,629,798	530,838
	Governance	26,190	34,354	-8,164
	Professional Fees, Contractor Services	564,988	864,689	-299,701
	Materials & Supplies, Vehicles & Equipment	878,099	807,716	70,383
	Occupancy Costs	891,395	790,830	100,565
	Park Maintenance	645,684	691,493	-45,809
	Information Management/GIS	760,053	708,112	51,941
	Marketing, Advertising, Printing, Signs	125,575	118,964	6,611
	Special Events	191,328	197,212	-5,884
	Flood Forecasting & Water Quality	147,700	159,700	-12,000
	Miscellaneous	252,894	234,976	17,918
Total - Operating Expenses		16,644,542	16,237,844	406,698
Capital and Special Projects		2027 Budget	2026 Budget	Variance
	Facilities	1,083,552	940,999	142,553
	Equipment	341,354	342,764	- 1,410
	Infrastructure (excluding facilities)	123,208	288,009	- 164,801
	Data and Technology Assets	554,757	319,848	234,909
	Land Improvements	722,748	0	722,748
	Health and Safety	50,933	53,247	-2,314
Total - Capital & Special Projects		2,876,552	1,944,867	931,685
Land Securement		228,358	412,800	- 184,442
TOTAL		19,749,452	18,595,511	1,153,941

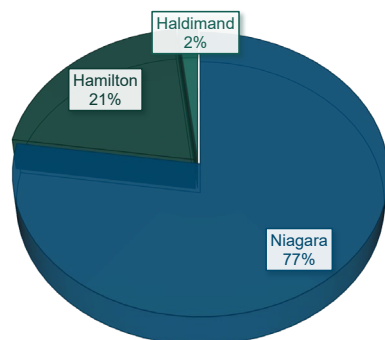
2027 MUNICIPAL LEVY SUMMARY

Levy Apportionment - 2027

The levy apportionment ratios are calculated from assessment data provided by MPAC, and further revised based on the Conservation Authority Levies Regulation.

Municipality	% in CA	Municipal Population	Municipal Population in CA	Prior Year CVA in CA	2027 Levy Apportionment	2026 Levy Apportionment	Variance
Haldimand	25%	42,461	10,488	\$1.913B	1.9390%	1.9322%	0.0068%
Hamilton	21%	450,212	94,995	\$21.082B	21.1317%	21.2010%	-0.0693%
Niagara	100%	373,586	373,586	\$76.583B	76.9294%	76.8667%	0.0627%
Total		866,259	479,069	\$99.578B	100.0001%	100.0000%	

2027 MUNICIPAL LEVY - CONSOLIDATED



LEVY SUMMARY - 2027				
	2027	2026	Variance	
			Amount	%
NIAGARA				
General Levy	6,835,870	6,543,932	291,938	4.46%
Special Levy - Capital	1,624,983	1,437,278	187,705	13.06%
Special Levy - Land Securement	158,750	250,000	- 91,250	-36.50%
TOTAL	8,619,603	8,231,210	388,393	4.72%
HAMILTON				
General Levy	1,885,439	1,792,506	92,933	5.18%
Special Levy - Capital	435,819	223,022	212,797	95.42%
Special Levy - Land Securement	54,290	148,000	- 93,710	-63.32%
TOTAL	2,375,548	2,163,528	212,020	9.80%
HALDIMAND				
General Levy	171,837	163,367	8,470	5.18%
Special Levy - Capital	19,344	13,069	6,275	48.01%
Special Levy - Land Securement	15,318	14,800	518	3.50%
TOTAL	206,499	191,236	15,263	7.98%
CONSOLIDATED				
General Levy	8,893,146	8,499,805	393,341	4.63%
Special Levy - Capital	2,080,146	1,673,369	406,777	24.31%
Special Levy - Land Securement	228,358	412,800	- 184,442	-44.68%
TOTAL	11,201,650	10,585,974	615,676	5.82%

Appendix 2

Niagara Peninsula Conservation Authority									
2027 Budgets and Municipal Levies (Budget by Programs and Services)									
Appendix 2 - Report No. FA-27-26			Levy				Non-Levy		
Dept	Description	Category	Niagara	Hamilton	Haldimand	Total Levy	Provincial	Federal	Self-Generated
TOTAL BUDGET									
General Levy - Category 1									
Natural Hazard Management									
301	Flood Forecasting and Warning	1	269,653	74,375	6,778	350,806	31,000		
157	Flood and Erosion Management	1	55,930	15,426	1,406	72,762	5,200		
323	Water Resources	1	109,005	30,065	2,740	141,810			
335	Climate Resilient Coastal Communities Program	1	62,564	17,256	1,573	81,393		183,484	
345	Environmental Planning and Policy	1	228,881	63,129	5,753	297,763			148,000
361	Planning and Permitting	1	274,519	75,717	6,901	357,136	38,600		725,000
371	Compliance and Enforcement	1	616,177	169,951	15,489	801,617			71,450
391	Planning Ecology	1	203,361	56,090	5,112	264,563		13,492	
TOTAL			1,820,088	502,009	45,753	2,367,849	74,800	196,976	944,450
Watershed Resource Management and Climate Change									
265	Watershed Monitoring and Reporting	1	303,901	83,821	7,639	395,361	4,000	5,691	
217	Special Projects (groundwater sampling)	1	7,456	2,057	187	9,700			
303	Climate Change Resilience	1	125,501	34,615	3,155	163,271			
TOTAL			436,858	120,492	10,982	568,332	4,000	5,691	-
Other Watershed Related Programs									
205	Drinking Source Water Protection	1				-	200,360		
TOTAL			-	-	-	-	200,360	-	-
Conservation Authority Lands and Conservation Areas									
427	Land Care Program	1	246,522	67,995	6,197	320,714			
357	Land Management Planning	1	273,896	75,545	6,885	356,326	7,500		9,300
TOTAL			520,418	143,539	13,082	677,040	7,500	-	9,300
Enabling Services									
101/107/127/129	Corporate Services (incl HR, Corp Sup, AM, Grant)	1	808,400	222,969	20,321	1,051,690	18,235	112,341	748,263
105	Financial Services	1	298,970	82,461	7,515	388,946			
109/131	Information Management and Technology	1	896,459	247,258	22,535	1,166,252			74,718
103/150	Governance and Corporate Administration	1	472,251	130,254	11,871	614,376	15,200		
111	Communications, Marketing and Public Relations	1	510,202	140,722	12,825	663,749			
801	Vehicles and Equipment	1	225,502	62,197	5,669	293,367			25,000
153/155	Asset Management	1	134,457	37,085	3,380	174,922			
TOTAL			3,346,240	922,945	84,116	4,353,301	33,435	112,341	847,981
TOTAL GENERAL LEVY			6,123,605	1,688,985	153,932	7,966,522	320,095	315,008	1,801,731
General Levy - Category 3 - Cost Apportionment MOU									
Watershed Resource Management and Climate Change									
227	Restoration	3	240,986	66,468	6,058	313,511	145,068	44,742	96,152
123	Community Engagement and Stewardship	3	95,533	26,349	2,401	124,284			19,643
343	Integrated Watershed Planning	3	375,747	103,637	9,445	488,829			
TOTAL			712,265	196,454	17,905	926,624	145,068	44,742	115,795
TOTAL GENERAL LEVY - CATEGORY 3			712,265	196,454	17,905	926,624	145,068	44,742	115,795
Special Levy									
TDB	Capital and Special Projects	1	1,624,983	435,819	19,344	2,080,146	270,005	53,997	472,404
TDB	Land Securement	3	158,750	54,290	15,318	228,358			
TOTAL SPECIAL LEVY			1,783,733	490,109	34,662	2,308,504	270,005	53,997	472,404
Fee for Service - Schedule A									
265	Watershed Monitoring and Reporting	2					-	-	193,500
TOTAL FEE FOR SERVICE - SCHEDULE A			-	-	-	-	-	-	193,500
Provincial, Federal, Authority Generated									

Niagara Peninsula Conservation Authority									
2027 Budgets and Municipal Levies (Budget by Programs and Services)									
Appendix 2 - Report No. FA-27-26			Levy				Non-Levy		
Dept	Description	Category	Niagara	Hamilton	Haldimand	Total Levy	Provincial	Federal	Self-Generated
TOTAL BUDGET									
Other Watershed Related Programs									
241	Niagara River Remedial Action Plan	3					100,000	70,000	
307	Trees for All and Lakewood CA Restoration	3						497,114	333,350
TOTAL							100,000	567,114	333,350
Conservation Authority Lands and Conservation Areas									
395/401/403/405	Active Recreation Programs	3					20,000		3,219,993
407/411									
413	Educational Programming	3							575,000
TOTAL							20,000	-	3,794,993
TOTAL PROVINCIAL, FEDERAL, AUTHORITY GENERATED			-	-	-	-	120,000	567,114	4,128,343
GRAND TOTAL									
			8,619,603	2,375,548	206,499	11,201,650	855,168	980,861	6,711,773

SUMMARY									
Operating	6,835,870	1,885,439	171,837	8,893,146	585,163	926,864	6,239,369	16,644,542	
Capital	1,624,983	435,819	19,344	2,080,146	270,005	53,997	472,404	2,876,552	
Land Securement	158,750	54,290	15,318	228,358	-	-	-	228,358	
TOTAL	8,619,603	2,375,548	206,499	11,201,650	855,168	980,861	6,711,773	19,749,452	

Report To: Board of Directors

Subject: Financial Report – Q3 – September 2026

Report No: FA-28-26

Date: October 23, 2026

Recommendation:

THAT Report FA-28-26 RE: Financial Report – Q3 - September 2026 BE **RECEIVED** for information.

Purpose:

The purpose of this report is to provide the Board of Directors with a summary of operating and capital expenditures and to provide a comparison of actual results to the budget as approved by the Board.

Discussion:

The report confirms the general financial oversight and compliance with Public Sector Accounting Board Standards, as shown in Appendix 1 (2026 Operating Statement – September 2026) and Appendix 2 (2026 Capital and Special Projects – September 2026).

Financial Implications:

The Revenue and Expenditure lines are within budget allocations identified during the budget preparation and approval cycle.

Related Reports and Appendices:

Appendix 1: 2026 Operating Statement – September 2026

Appendix 2: 2026 Capital and Special Projects – September 2026

Prepared by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Leilani Lee-Yates, BES, MSPL.RPD MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

Appendix 1

Niagara Peninsula Conservation Authority 2026 CONSOLIDATED OPERATING STATEMENT - JANUARY 1 TO SEPTEMBER 30, 2026						
Appendix 1 - Report No. FA-28-26	Year to date				Annual Budget	Comments
	Actual	Budget	\$ Variance	% Variance		
Source of Funds						
Municipal Funding	6,374,854	6,374,862	-8	0.0%	8,499,805	Variance not material
Provincial Funding	361,146	450,763	-89,617	-19.88%	577,845	Grant funding revenue inconsistent with budget timing (RAP) - will self-correct
Federal Funding	660,270	674,920	-14,650	-2.17%	1,021,985	Variance not material
Program Revenue	3,345,821	3,443,567	-97,746	-2.84%	4,299,539	CAS rev underperforming (\$78K) - Plan/Perm'g underperforming (\$20K)
Other	736,330	667,607	68,723	10.29%	1,838,670	Timing of 2BT & Restoration revenues relative to budget (munic/OPG)
Total Revenues/Source of Funds	\$ 11,478,421	\$ 11,611,719	-\$ 133,298	-1.15%	\$ 16,237,844	
Use of Funds						
Salaries and Benefits, Employee Related	8,682,915	8,630,924	-51,991	-0.60%	11,629,798	Variance not material (.6%) - COLA variance re collective bargaining
Governance	-350	25,767	26,117	101.36%	34,354	Timing of recognition of Board expenses
Professional Fees, Contractor Services	631,525	606,005	-25,520	4.2%	864,689	Primarily fully funded activity - negative variance compliance legal fees (\$123K)
Materials & Supplies, Vehicles & Equipment	686,012	618,364	-67,648	-10.94%	817,731	Timing of fully funded disbursement relative to budget (2BT) - will self-correct
Occupancy Costs	824,257	601,110	-223,147	37.1%	801,310	Offsetting revenues: prop tax rebate, rent donation, event space rental
Park Maintenance	517,612	521,114	3,502	0.67%	691,493	Variance not material
Information Management/GIS	511,360	497,430	-13,930	2.8%	698,097	Variance not material
Marketing, Advertising, Printing, Signs	67,498	88,760	21,262	23.95%	118,964	Timing of outreach and partnership expenses
Special Events (Festival)	91,589	57,182	-34,407	60.2%	197,212	Timing of expenses incurred in advance of special event
Flood Forecasting & Water Quality	67,256	82,801	15,545	18.77%	159,700	Timing of expenses against budget.
Miscellaneous	159,601	179,264	19,663	(11.0%)	224,496	Timing of comms services expenses for fully funded activity (CRCCP)
Total Expenses/Use of Funds	\$ 12,239,275	\$ 11,908,721	-\$ 330,554	-2.78%	\$ 16,237,844	
Net Surplus/Deficit as at September 30, 2026	-\$ 760,854	-\$ 297,002	-\$ 463,852	-156.18%	-	

Appendix 2

Niagara Peninsula Conservation Authority - 2026 CAPITAL AND SPECIAL PROJECTS						Appendix 2 - Report No.FA-28-26	
Project Name	Location	Budget Carried Forward	Funding 2026	Total Project Budget	YTD Spend at 31-DEC-2025	YTD Spend 01-JAN-2026 to 30-SEPT-2026	Total Project Spend - YTD
Corporate Services							
Annual PC replacements and Acquisition	Various	-	70,894	70,894	-	55,366	55,366
Information Technology Infrastructure Maintenance	Various	-	27,156	27,156	-	23,623	23,623
IT Considerations	Various	-	18,551	18,551	-	17,269	17,269
Leasehold Improvements - financing of leasehold improvements	Various	-	111,348	111,348	-	92,790	92,790
Office Furniture	Various	-	10,650	10,650	-	1,083	1,083
Sustainment - Stream Gauge Equipment	Various	-	31,948	31,948	-	23,855	23,855
Shriner's Creek Dam A Repair	Niagara	-	154,871	154,871	-	3,562	3,562
TOTAL - Corporate Services		\$ -	\$ 425,418	\$ 425,418	\$ -	\$ 217,548	\$ 217,548
Conservation Area Services							
Binbrook - New Washroom Building (Phase 1)	Binbrook	901,465	-	901,465	287,565	521,495	809,060
Long Beach - Workshop (Phase 2)	Long Beach	1,010,129	-	1,010,129	776,384	361,401	1,137,785
Equipment Sustainment	Various	-	220,296	220,296	-	192,594	192,594
Campgrounds Electrical Enhancement Phase 1	Various	-	159,742	159,742	-	134,153	134,153
Historical Restoration	Ball's Falls	-	186,366	186,366	-	199,571	199,571
Wedding Enhancements	Ball's Falls	-	106,495	106,495	-	12,923	12,923
Park Facilities Rehabillitaion and Upgrades	Various	-	273,543	273,543	-	241,784	241,784
Parks Feasibility and Design Study	Various	52,099	-	52,099	32,907	54,077	86,984
Park Signage Phase 1	Various	-	53,247	53,247	-	39,092	39,092
St. John's Centre House and Post Office Scoping	St. John's	-	53,247	53,247	-	26,797	26,797
Camp House Demolition	Ball's Falls	-	53,247	53,247	-	3,108	3,108
Binbrook Roadway Immediate Repair/Concept Design	Binbrook	-	30,402	30,402	-	1,387	1,387
Hazard Tree Removal and Reforestation	Various	-	53,247	53,247	-	28,374	28,374
Total - Conservation Area Services		\$ 1,963,693	\$ 1,189,832	\$ 3,153,525	\$ 1,096,856	\$ 1,816,756	\$ 2,913,612
Watershed							
Shoreline Hazard Mapping Update - Lake Ontario	Various	369,530	-	369,530	98,997	318,251	417,248
Welland River Water Quality Non Point Source Model	Various	159,486	-	159,486	109,487	159,487	268,974
Sustainment - Water Quality Monitoring Equipment	Various	-	26,623	26,623	-	1,187	1,187
Floodplain Mapping - Four Mile Creek	Niagara	-	203,247	203,247	-	7,546	7,546
Shoreline Hazard Mapping Update - Lake Erie	Various	-	53,247	53,247	-	8,011	8,011
Land Management Plans	Various	188,531	-	188,531	29,140	54,681	83,821
Land Securement - All	Various	-	412,800	412,800	-	309,600	309,600
Total - Watershed		\$ 717,547	\$ 695,917	\$ 1,413,464	\$ 237,624	\$ 858,763	\$ 1,096,387
GRAND TOTAL		\$ 2,681,240	\$ 2,311,167	\$ 4,992,407	\$ 1,334,480	\$ 2,893,067	\$ 4,227,547

0.846795343

**Finance Committee
MINUTES
Hybrid Meeting
Niagara Peninsula Conservation Authority
3350 Merrittville Hwy., Thorold ON
Wednesday, September 16, 2026, 10:00 a.m.**

ATTENDANCE:

S. Beattie
D. Cridland
R. Foster
B. Grant
M. Tadeson

REGRETS:

J. Metcalfe

STAFF PRESENT:

L. Lee-Yates, CAO & Secretary-Treasurer
L. Gagnon, Director, Corporate Services
A. Christie, Director, Conservation Areas
N. Green, Director, Watershed Strategies & Climate Change
D. Deluce, Director, Planning & Development
C. Coverdale, Manager, Financial Services
E. Gervais, Manager, Corporate Support Services
M. Ferrusi, Manager, People and Performance
C. Belic, Administrative Assistant, Corporate Services
W. Catterick, GIS Technician

Leilani Lee-Yates called the meeting to order at 10:00 a.m.

1. APPROVAL OF AGENDA

Recommendation No. FC-01-2026

Moved by: Brian Grant

Seconded by: Donna Cridland

THAT the agenda for the NPCA Finance Committee dated September 16, 2026, **BE APPROVED.**

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None.

3. APPOINTMENT OF CHAIR & VICE CHAIR

NOMINATION MOVED BY: Mark Tadeson

THAT Member Donna Cridland **BE NOMINATED** for Chair of the Finance Committee for 2026.

Recommendation No. FC-02-2026

Moved by: Brian Grant

Seconded by: Rob Foster

THAT Member Donna Cridland **BE APPOINTED** Chair of the Finance Committee for 2026.

CARRIED

NOMINATION MOVED BY: Stew Beattie

THAT Member Brian Grant **BE NOMINATED** for Vice Chair of the Finance Committee for 2026.

Recommendation No. FC-03-2026

Moved by: Stew Beattie

Seconded by: Rob Foster

THAT Member Brian Grant **BE APPOINTED** for Vice Chair of the Finance Committee for 2026.

CARRIED

4. PREVIOUS MEETING MINUTES

4.1. Minutes of the NPCA Finance Committee dated September 17, 2025

Recommendation No. FC-04-2026

Moved by: Mark Tadeson

Seconded by: Brian Grant

THAT the Finance Committee minutes of the NPCA Finance Committee dated September 17, 2025, **BE RECEIVED FOR INFORMATION.**

CARRIED

5. CORRESPONDENCE

None.

6. PRESENTATIONS

6.1. 2027 Draft Budgets and Municipal Levies

Director, Corporate Services, Lise Gagnon, presented the 2027 Draft Budgets and Municipal Levies.

Recommendation No. FC-05-2026

Moved by: Stew Beattie

Seconded by: Rob Foster

THAT the 2027 Draft Budgets and Municipal Levies presentation **BE RECEIVED.**

CARRIED

7. DELEGATIONS

None.

8. CONSENT ITEMS

None.

9. DISCUSSION ITEMS

9.1 Report FC-09-26 RE: 2027 Draft Budgets and Municipal Levies

Recommendation No. FC-06-2026

Moved by: Mark Tadeson

Seconded by: Brian Grant

THAT Report No. FC-09-26 RE: 2027 Draft Budgets and Municipal Levies **BE RECEIVED;**

AND THAT the 2027 Draft Budgets & Municipal Levies **BE APPROVED BY WEIGHTED LEVY VOTE** at the Board of Directors meeting on October 23, 2026 for discussion with municipal staff, in accordance with Board approved Budget Assumptions;

AND THAT NPCA staff **REPORT** the results of discussions with municipal staff in 2027 Q2 at Finance Committee and Board of Directors meetings, or to the new Regional Conservation Authority Board, whichever meeting may come first;

AND FURTHER THAT a copy of the 2027 Draft Budgets and Municipal Levies **BE FORWARDED** to partner municipalities by September 23, 2026, which is 30 days in advance of the October 23, 2026 NPCA Board of Directors meeting.

10. NEW BUSINESS

None.

11. CLOSED SESSION

None.

12. ADJOURNMENT

The Finance Committee meeting was adjourned at 10:40 a.m.