

**FULL AUTHORITY MEETING
ON-LINE TELECONFERENCE**

**Thursday, November 19, 2020
9:00 A.M.**

A G E N D A

CALL TO ORDER – ROLL CALL

The Niagara Peninsula Watershed is located on the traditional territory of Indigenous peoples dating back countless generations. We want to show our respect for their contributions and recognize the role of treaty-making in what is now Ontario.

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. CLOSED SESSION

- a) For the Purpose of Educating or Training the Members

4. APPROVAL OF MINUTES

- a) Minutes of the Full Authority meeting dated October 22, 2020 (For Approval)

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5. CORRESPONDENCE

6. PRESENTATIONS

7. DELEGATIONS

8. CONSENT ITEMS

- a) Federal 2021 Pre-Budget Submission Recommendations for Investments for Economic Recovery August 4, 2020 (For Receipt)

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9. DISCUSSION ITEMS

- a) Report No. FA-60 RE: 2021 Conservation Area Rates

Page # 14

- b) Bill 229 Proposed Amendments to the Conservation Authorities Act (To be provided under separate cover) (For Approval)

10. COMMITTEE REPORTS

10.1 GOVERNANCE COMMITTEE

10.1.1 Minutes of the Governance Committee Meeting dated November 5, 2020 (For Receipt)

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10.1.2 Report No. FA 61-20 RE: C.A.O. Evaluation Process (For Approval)

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10.2 STRATEGIC PLANNING COMMITTEE

10.2.1 Minutes of the Strategic Planning Committee Meeting dated November 3, 2020 (For Receipt)

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10.3 FINANCE COMMITTEE

10.3.1 Minutes of the Finance Committee Meeting dated October 29, 2020 (For Receipt)

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10.3.2 Report No. FA-58-20 RE: Financial Report – Q3 – 2020 (For Approval)

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10.3.3 Report No. FA-59-20 RE: 2021 Draft Operating and Capital Budgets (For Approval)

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11. NOTICES OF MOTION

12. NEW BUSINESS

- a) Verbal Update from the C.A.O.
- b) Verbal Update Re: Niagara Peninsula Conservation Foundation By Member Foster

13. ADJOURNMENT



**FULL AUTHORITY
ONLINE TELECONFERENCE
MEETING MINUTES
Thursday, October 22, 2020
9:30 a.m.**

NOTE: The archived recorded meeting is available on the NPCA website. The recorded video of the Full Authority meeting is not considered the official record of that meeting. The official record of the Full Authority meeting shall consist solely of the Minutes approved by the Full Authority Board. *NPCA Administrative By-law Section 14.5*

MEMBERS PRESENT:

B. Johnson (Chair)
S. Beattie
R. Brady
D. Bylsma (departed 11:59 a.m.)
B. Clark
D. Coon-Petersen
D. Cridland
L. Feor
R. Foster (departed 9:50 a.m.; returned 11:58 a.m.)
J. Hellinga
D. Huson
J. Ingrao
K. Kawall
B. Mackenzie
J. Metcalfe
W. Rapley
R. Shirton
E. Smith
B. Wright

MEMBERS ABSENT:

L. Feor
B. Steele
M. Woodhouse

STAFF PRESENT:

C. Sharma, C.A.O. / Secretary – Treasurer
G. Bivol, Executive Co-ordinator to the C.A.O. / Board
R. Bisson, Manager, Communications and Public Relations
A. Christie, Director, Operations and Strategic Initiatives
J. Culp, Supervisor, Permits and Compliance
D. Deluce, Senior Manager, Planning and Regulations
M. Ferrusi, Manager, Human Resources
L. Gagnon, Director, Corporate Services
N. Green Project Manager, Strategic Plan
D. MacKenzie, Director, Watershed Management
S. Miller, Senior Manager, Water Resources
E. Navarro, Communications Specialist

The Chair called the meeting to order at 9:30 a.m.

1. APPROVAL OF AGENDA

Resolution No. FA-129-2020

Moved by Board Member Beattie

Seconded by Board Member Brady

THAT the Full Authority Agenda dated October 22, 2020 **BE APPROVED**.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

By virtue of an involvement in the proposed development approximately ten years ago, Member Brady declared a conflict of interest on agenda item 5.b) being the Update on Riverfront Draft Plan of Subdivision and Zoning By-Law Application. He did not participate in the deliberation nor did he vote in respect of this matter.

3. APPROVAL OF MINUTES

a) Minutes of the Full Authority meeting dated September 17, 2020

b) Minutes of the Closed Session dated September 17, 2020

Resolution No. FA-130-2020

Moved by Board Member Bylsma

Seconded by Board Member Clark

THAT the minutes of the following meetings of the Niagara Peninsula Conservation Authority **BE ADOPTED**:

- Minutes of the Full Authority meeting dated September 17, 2020; and
- Minutes of the Closed Session dated September 17, 2020 to remain private and confidential.

CARRIED

4. CORRESPONDENCE

a) Correspondence from Conservation Ontario dated October 1, 2020 to the Honourable Jeff Yurek, Minister of Environment, Conservation and Parks and the Honourable John Yakabuski, Minister of Natural Resources and Forestry Re: Conservation Authorities Act (CAA) Review: Enforcement Provisions

Resolution No. FA-131-2020

Moved by Board Member Coon-Petersen

Seconded by Board Member Cridland

THAT the correspondence from Conservation Ontario dated October 1, 2020 to the Honourable Jeff Yurek, Minister of Environment, Conservation and Parks and the Honourable John Yakabuski, Minister of Natural Resources and Forestry Re: Conservation Authorities Act (CAA) Review: Enforcement Provisions **BE RECEIVED.**
CARRIED

5. PRESENTATIONS

- a) Conservation Authority Funding and Levy Information Presentation by C.A.O. / Secretary – Treasurer, Chandra Sharma – Ms. Sharma presented. Members posed questions. Discussion ensued.

Resolution No. FA-132-2020
Moved by Board Member Huson
Seconded by Board Member Ingrao

THAT the Conservation Authority Funding and Levy Information PowerPoint presentation by C.A.O. / Secretary – Treasurer, Chandra Sharma **BE RECEIVED.**

CARRIED

- b) Update on Riverfront Draft Plan of Subdivision and Zoning By-Law Application - David Deluce, Senior Manager, Planning and Regulations – Mr. Deluce presented via PowerPoint. Numerous questions were posed with respect to setbacks, pier reviews, wetland policy, best practices and NPCA jurisdiction. Discussion ensued.

Resolution No. FA-133-2020
Moved by Board Member Kwall
Seconded by Board Member Mackenzie

THAT the PowerPoint presentation and update on Riverfront Draft Plan of Subdivision and Zoning By-Law Application from David Deluce, Senior Manager, Planning and Regulations **BE RECEIVED.**

CARRIED

6. DELEGATIONS

None.

7. CONSENT ITEMS

None.

8. DISCUSSION ITEMS

- a) Report No. FA-50-20 RE: Water Quality Notification and Communication Strategy - D. MacKenzie, Director, Watershed Management presented. Members posed questions.

Resolution No. FA-134-2020
Moved by Board Member Rapley
Seconded by Board Member Shirton

1. **THAT** Report No. FA-50-20 RE: Water Quality Notification and Communication Approach **BE RECEIVED**.
2. **THAT** NPCA's annual Water Monitoring results and trends **BE PRESENTED** to partner municipalities.
3. **AND FURTHER THAT** staff **DEVELOP** water quality education resources and tools to engage watershed residents and sector-specific stakeholders about the state of water quality and suggested best practices.

CARRIED

- b) Report No. FA-51-20 RE: Haldimand County Lake Erie Hazard Mapping Update - S. Miller, Senior Manager, Water Resources presented the report.

Resolution No. FA-135-2020

Moved by Board Member Shirton

Seconded by Board Member Smith

1. **THAT** Report No. FA-51-20 RE: Haldimand County Lake Erie Hazard Mapping Update **BE RECEIVED**.
2. **THAT** the Haldimand County Lake Erie Hazard Mapping completed by W.F. Baird & Associates Coastal Engineers **BE APPROVED** for use in the administration of the Niagara Peninsula Conservation Authority's Section 28 Regulation (Ontario Regulation 155/06 'Development, Interference with Wetlands and Alterations to Shorelines and Watercourses') and in dealing with matters pursuant to the Planning Act as they pertain to natural hazards.
3. **AND THAT** updates to the Niagara Peninsula Conservation Authority's Ontario Regulation 155/06 mapping **BE MADE** to incorporate these revisions to the Lake Erie natural hazards to the portion of Haldimand County that falls within the NPCA's watershed.

CARRIED

- c) Report No. FA-52-20 RE: Fee Schedule Amendment - Inclusion of Compliance Surcharge – David Deluce presented the report.

Resolution No. FA-136-2020

Moved by Board Member Wright

Seconded by Board Member Beattie

1. **THAT** Report No. FA-52-20 RE: Fee Schedule Amendment – Inclusion of Compliance Surcharge **BE RECEIVED**.
2. **THAT** the current Planning and Regulations Fee Schedule "B" **BE AMENDED** to include a new compliance surcharge and administration fee, effective November 2, 2020.
3. **AND THAT** this amendment **BE POSTED** on the NPCA website and **DISTRIBUTED** to the watershed municipalities within the NPCA jurisdiction.

CARRIED

- d) Report No. FA-56-20 RE: Niagara Region's Proposed Woodland By-Law – D. MacKenzie spoke to the report. Discussion ensued and the second recommendation within the report was removed from the motion on the floor.

Resolution No. FA-137-2020
Moved by Board Member Kwall
Seconded by Board Member Shirton

1. **THAT** Report No. FA-56-20 RE: Niagara Region's Proposed Woodland By-law **BE RECEIVED**.
2. **THAT** staff **BE AUTHORIZED** to enter into any new service level agreements with the Region, as needed to facilitate By-Law implementation.
3. **AND FURTHER THAT** a copy of this report **BE PROVIDED** to the Region of Niagara.
CARRIED

9. COMMITTEE ITEMS

9.1 GOVERNANCE COMMITTEE

9.1.1 Minutes of the Governance Committee Meeting dated October 1, 2020

Resolution No. FA-138-2020
Moved by Board Member Foster
Seconded by Board Member Wright

THAT the minutes of the Governance Committee meeting dated October 1, 2020 **BE RECEIVED**.
CARRIED

9.1.2 Report No. FA-53-20 RE: Code of Conduct Procedure

Resolution No. FA-139-2020
Moved by Board Member Foster
Seconded by Board Member Beattie

1. **THAT** Report No. FA-53-20 RE: Code of Conduct Complaint Procedure **BE RECEIVED**.
2. **THAT** the Code of Conduct Complaint Procedure as outlined in Report FA-53-20 **BE APPROVED**.
3. **AND THAT** staff **BE AUTHORIZED** to execute agreements, as appropriate, with partner municipalities to facilitate shared services of Integrity Commissioners.
CARRIED

9.1.3 Report No. FA-54-20 RE: Updated Administrative By-law – Discussion was heard particularly with respect to the Code of Conduct portion of the by-law. It was agreed that the discussion would be referred to the Governance Committee and it was noted that training in respect of the Code of Conduct and Conflict of Interest would occur for the Board in November.

Resolution No. FA-140-2020
Moved by Board Member Huson
Seconded by Board Member Foster

THAT Section 7.6 of the Administrative By-law **BE AMENDED** to delete the last statement limiting the questions posed to delegations with the matter referred to the Governance Committee for further discussion.

CARRIED

Resolution No. FA-141-2020

Moved by Board Member Foster

Seconded by Board Member Brady

1. **THAT** Report No. FA-54-20 RE: Updated Administrative By-Law **BE RECEIVED**.
2. **THAT** the NPCA Administrative By-Law dated December 19, 2019 **BE REPEALED**.
3. **THAT** the Administrative By-Law attached as Appendix 1 to Report FA-54-20 **BE READ** a first and second time and finally **ADOPTED** this 22nd day of October, 2020 as amended.

CARRIED

9.1.4 Report No. GC-05-20 RE: Board Evaluation Process

Resolution No. FA-142-2020

Moved by Board Member Foster

Seconded by Board Member Coon-Petersen

1. **THAT** Report No. GC-05-20 RE: Board Evaluation Process **BE RECEIVED**.
2. **THAT** the Procedure for Board Evaluation Process as outlined in Report No. GC-05-20 and associated appendices **BE APPROVED**.

CARRIED

9.2 STRATEGIC PLANNING COMMITTEE

9.2.1 Minutes of the Strategic Planning Committee Meeting dated September 17, 2020

Resolution No. FA-143-2020

Moved by Board Member Kwall

Seconded by Board Member Cridland

THAT the minutes of the Strategic Planning Committee Meeting dated September 17, 2020 **BE RECEIVED**.

CARRIED

9.2.2 Report No. FA-55-20 RE: Strategic Planning Update – Natalie Green, Project Manager, Strategic Plan, spoke to the report. Ms. Sharma offered additional input.

Resolution No. FA-144-2020

Moved by Board Member Clark

Seconded by Board Member Ingraio

1. **THAT** Report No. FA-55-20 RE: Strategic Planning Update and staff presentation **BE RECEIVED**.
2. **AND FURTHER THAT** Members of the Board **PROVIDE** input to the background research and data collection as requested in the staff report.

CARRIED

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9.3 PUBLIC ADVISORY COMMITTEE

9.3.1 Minutes of the Public Advisory Committee Meeting dated September 24, 2020

Resolution No. FA-145-2020

Moved by Board Member Hellinga

Seconded by Board Member Huson

THAT the minutes of the Public Advisory Committee meeting dated September 24, 2020
BE RECEIVED.

CARRIED

9.3.2 Minutes of the Watershed Floodplain Advisory Sub-Committee Meeting dated September 24, 2020

Resolution No. FA-146-2020

Moved by Board Member Ingrao

Seconded by Board Member Kawall

THAT minutes of the Watershed Floodplain Advisory Sub-Committee meeting dated September 24, 2020 **BE RECEIVED.**

CARRIED

10. NOTICES OF MOTION

None.

11. NEW BUSINESS

11.1 **VERBAL UPDATE RE: NIAGARA PENINSULA CONSERVATION FOUNDATION BY MEMBER FOSTER** – In the absence of Member Foster, this matter was removed from the agenda to be discussed at a future date.

11.2 **VERBAL UPDATE FROM THE C.A.O.** – The C.A.O. spoke about the Thanksgiving Festival.

Resolution No. FA-147-2020

Moved by Board Member Mackenzie

Seconded by Board Member Rapley

THAT verbal update from staff **BE RECEIVED.**

CARRIED

12. CLOSED SESSION

None.

13. ADJOURNMENT

Resolution No. FA-148-2020

Moved by Member Shirton
Seconded by Member Wright

THAT the Full Authority Meeting **BE ADJOURNED** at 12:53 p.m..

CARRIED

Brenda Johnson
Chair
Niagara Peninsula Conservation Authority

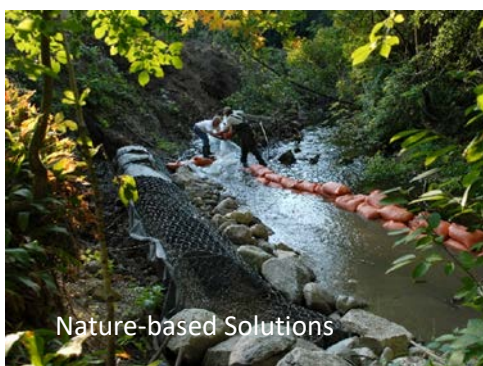
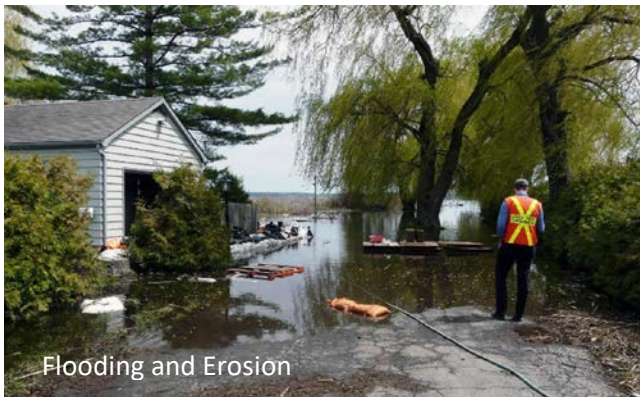
Chandra Sharma, MCIP, RPP
Chief Administrative Officer / Secretary -
Treasurer
Niagara Peninsula Conservation Authority



**Conservation
ONTARIO**
Natural Champions

Federal 2021 Pre-Budget Submission Recommendations for Investments for Economic Recovery

August 4, 2020



LIST OF RECOMMENDATIONS

RECOMMENDATION #1: Increase investments and modify requirements for a number of current programs including Disaster Mitigation and Adaptation Fund (DMAF), Investing in Canada Infrastructure Program (ICIP) and Great Lakes Protection Initiative (GLPI) to generate job growth (particularly in engineering, applied science, forestry, landscaping trades and agriculture sectors) and to spur economic activity.

- Include federal contributions of 75 – 100%
- Ensure eligibility of smaller projects
- Include environmental assessment, project planning design elements and construction as eligible work
- Include monitoring of environmental improvements, water quality/quantity, air quality, forest cover, biodiversity (including wetlands and other natural areas)

RECOMMENDATION #2: Fund flood and erosion control infrastructure studies and repair projects through contributions to the Water Erosion Control Infrastructure (WECI) program as well as fund low impact development and stormwater management projects.

RECOMMENDATION #3: Invest in floodplain mapping to provide information that keeps people and businesses out of flood-prone areas, thereby avoiding significant costs from damages and business disruptions.

RECOMMENDATION #4: Provide infrastructure funding for conservation areas (natural /recreation parks) and greenways owned by Ontario's conservation authorities.

- Investments will enable accommodation of more visitors, safely, for hiking, day use and camping activities.
- Would include improvements to hydro and water services, washroom retrofits, entrance gates for contactless entry, trail upgrades (one-way loops, and wider); as well as improvements to parking, signage, and – with additional visitors - invasive species control and protection of species at risk.

RECOMMENDATION #5: Provide funding for green natural infrastructure programs including activities such as habitat restoration and rehabilitation projects focusing on wetlands, forests / woodlots, natural shoreline and riparian, streams, invasive species and species at risk.

RECOMMENDATION #6: Continue and expand funding for the current 50 Million Tree Program in Ontario and through the proposed new \$2 Billion Tree Planting program, including investments in outreach, nursery stock, monitoring of planted trees, machinery, supplies and landowner grants.

RECOMMENDATION #7: Provide sustained Great Lakes funding towards Rural Clean Water Programs to help maintain soil health for agriculture/food security and reduce nutrient loadings to the Great Lakes. Funding should be directed to activities including stream fencing, shoreline riparian planting, tree planting, manure storage, well decommissioning, erosion control, irrigation management, nutrient management, cover crops, natural area enhancement, wetland creation, stormwater management, and septic systems.

RECOMMENDATION #8: Continue support for the Water Survey of Canada in order to ensure real time water quality and quantity monitoring in order to monitor the success of local actions, tracking climate trends, validating models as well as forecasting and managing flood events.

About Conservation Authorities

Conservation Ontario (CO) represents the network of Ontario's 36 conservation authorities (CAs), local watershed-based natural resource agencies located throughout the province. Almost all of Ontario's population (95%) lives in a watershed managed by conservation authorities. Conservation authorities are legislated under the Province of Ontario's *Conservation Authorities Act*.

Conservation authorities deliver a wide range of watershed management programs and have worked very successfully with the Federal government for many years. Outcomes from these collaborations protect Great Lakes water quality, build local watershed resilience and address growing climate impacts with nature-based solutions.

This submission makes a number of recommendations which can help to kick start local economies by putting people back to work, engaging a diverse range of economic sectors and helping to support the development of the 'green' economy. The recommendations suggest investments in the following areas:

- Existing critical flood and erosion control infrastructure repair and construction (including studies) which protects life and property, and helps to avoid even higher damage costs associated with flooding in Ontario;
- Improvements to trails and greenspaces that will enable CAs' conservation areas to continue to safely welcome the growing number of visitors and campers;
- Nature-based solutions such as green infrastructure, including tree planting and shoreline protection;
- Rural Clean Water programs that help to protect Great Lakes water quality and quantity; and
- Continued support for the Water Survey of Canada.

Flood and Erosion Hazard and Disaster Risk Management

Conservation authorities have a successful track record of partnering with the Federal government on flood and erosion hazard and disaster management projects. Additional funding will enable conservation authorities to provide local employment opportunities and to address aging infrastructure necessary to keep flood and erosion hazards from becoming disasters.

The federal National Disaster Mitigation Program (NDMP) and the Disaster Mitigation and Adaptation Fund (DMAF) have been instrumental in helping to reduce and/or prevent costly flooding in Ontario. The NDMP has significantly advanced improvements in floodplain mapping. Conservation authorities have been involved in 127 different NDMP projects with 81 of them targeted to floodplain mapping. Floodplain mapping provides significant return on investment because it keeps people and businesses out of flood prone areas.

These programs have also allowed CAs to implement small scale projects such as dykes and erosion control, stormwater / low impact development as well as financially supporting multiple projects within large urban communities. Some studies have shown a return on investment around 6:1, meaning that for every dollar invested in mitigation measures, \$6 is saved in future damages.

Conservation authority water and erosion control infrastructure annually already helps to avoid at least \$150 M in damages to properties. We deliver this program in partnership with the Province of Ontario and local municipalities. Studies and repairs for major maintenance are supported in part by Ontario's Water and Erosion Control Infrastructure program (WECI) for a total project investment of \$10 million (Provincial contribution is \$5 million). In response to increasing risk associated with climate change (e.g. high water levels and flooding/erosion), the 2020/2021 funding envelope for the program is oversubscribed by almost two-fold with an estimated total project cost of more than \$19 million for 102 studies and repair project submissions from 30 conservation authorities across the Province. These

shovel ready studies and repair projects are an investment in jobs and economic activity (e.g. consultants, contractors, materials) and are vital in protecting the people of Ontario from flood and erosion risk.

Tweaks to current and renewed federal programs could help those not currently eligible under DMAF or WECl and address the gap between available funding and potential projects. Renewing programs like the NDMP would help generate the flood mapping needed to make decisions about many of these projects. This would also provide much needed economic stimulus, and flood and shoreline erosion protection benefits to small, rural and northern communities.

Greenspaces for Health and Well-Being

Pandemic conditions have revealed just how vital greenspaces are to Ontarians. They need them for social, physical and mental health benefits. Agencies who manage parks, conservation areas, greenways and other greenspaces are overwhelmed with the increased number of visitors as a result of COVID-19. In order to accommodate more visitors, today and beyond the pandemic, there are a number of things that should be done to ensure the public health and safety of visitors.

Conservation authorities own and manage approximately 500 conservation and natural areas. Of these, approximately one third are open to the general public (270+). The advantage of conservation areas is:

- They are close to cities and towns and so they are quite easily accessible;
- They offer a wide range of scenic opportunities to enjoy, and explore natural features (wetlands, beaches, etc.); and to hike, cycle, rock climb, boat, fish, camp, snowshoe and more.

Approximately 8 million people annually visit conservation areas across the province and often these visits generate significant spillover economic and tourism benefits to nearby communities' cultural amenities, restaurants and shops.

Funding is needed, mainly towards infrastructure projects, in order to more safely accommodate visitors. Federal funding should be provided for trail expansion and improvements (loops and wider trails), widened bridges, improved parking, touchless gates and pay systems, visitor monitoring systems and consistent signage.

Nature-based Climate Solutions

Additional funding for habitat restoration, rehabilitation and enhancement provides multiple benefits including Great Lakes water quality, flood control, maintaining biodiversity, sequestering carbon, building climate resilience and protecting air quality.

In 2018, conservation authorities engaged close to 800 landowners resulting in almost 1500 projects that improved wetlands, restored habitats, restored or rehabilitated streams, shoreline and riparian areas (65 stream/fish habitat projects), managed invasive species and protected species at risk. CAs also plant approximately 2 million trees across Ontario's watersheds annually. A lot of this work happens in collaboration with Forests Ontario and the successful 50 M Tree Program. Conservation authorities also map and monitor local cover.

Conservation authority tree planting and habitat restoration/rehabilitation projects are typically delivered in partnership with many other agencies and local businesses. Leveraging these resources results in much broader benefits. Total value of these projects was \$18M which was spread across local communities among project planning consultants, supply and materials procurement, contractors and other service providers.

Forests Ontario has documented the impact of tree planting and restoration programs on local economies finding that the annual GDP impact on the Canadian economy in southern Ontario is estimated to be \$12.7M. This equates to a 3:1 return rate for the 50M Tree program. Conservation authorities plant over 50 percent of the trees funded under this program.

Demand for this nature-based solutions exceeds funding availability and is a great tool for local business stimulation.

Healthy Great Lakes

Funding to conservation authorities' Rural Water Quality / Clean Water programs helps to maintain soil health for agriculture, protect drinking water and reduce nutrient loading to the Great Lakes. This is documented in the Great Lakes Water Quality Agreement as well as through the Lake Erie Action Plan and Healthy Lake Huron. These are often delivered on behalf of municipalities to help protect drinking water supplies.

In 2018, CAs engaged 737 landowners resulting in 683 projects (82% agricultural). Over \$3M grant dollars were provided to landowners to implement projects including windbreaks, soil erosion control, manure storage and stream buffers. The total value of these projects is estimated to be approximately \$7.5M to the rural and agricultural economy which went to design, materials, contractors and farmers for implementation. There is greater demand for projects than funding available.

Under the Great Lakes Protection Initiative (GLPI), eight conservation authorities have been implementing 17 projects valued at \$3.7M over four years. These projects help farmers and communities to protect drinking water sources, manage rural and urban stormwater runoff, reduce flooding as well as restore, manage and monitor wetlands. These activities help address the impact of climate change and improve water quality.

New funding could increase the scale, scope and intensity of our efforts. Recent economic studies undertaken in the United States estimate that every \$1 spent on Great Lakes restoration initiatives is projected to generate more than \$3 in additional economic activity.

Monitoring Watersheds

Real time water quantity and quality data and other information provided through the Water Survey of Canada is critical to continuing to track conditions and climate change impacts in Ontario's watersheds. This information supports decisions about local watershed improvements. It also enables trend assessment and model validation required to forecast and manage flood events and to protect quality of drinking water sources.

Conclusion

It is our belief that it makes sense to invest in projects and programs with experienced and tested partners, like Ontario's conservation authorities. Conservation authorities' activities contribute many additional co-benefits to municipalities, struggling local businesses and other sectors. Federal investments in conservation authority projects and programs will help to build the foundation for a greener economy, positioning our communities for a more resilient, healthy and prosperous future.

More Information

Kim Gavine, General Manager, Conservation Ontario Tel: 905-895-0716 ext 231; kgavine@conservationontario.ca
Jo-Anne Rzakki, Business Development & Partnerships Tel: 905-895-0716 ext 224; jrzadki@conservationontario.ca
120 Bayview Parkway, Newmarket ON L3Y 3L5 www.conservationontario.ca

Report To: Board of Directors

Subject: 2021 Conservation Area Rates

Report No: Report No. FA-60-20

Date: November 19, 2020

Recommendation:

1. **THAT** Report FA-60-20 regarding the 2020 Conservation Area Rates **BE RECEIVED**.
2. **AND THAT** the 2020 Conservation Area Rates outlined in Appendix 1 of Report FA-60-20 **BE APPROVED**.

Purpose:

The purpose of this report is for the NPCA Board to consider and approve the proposed 2021 Conservation Area Rates.

Background:

The Niagara Peninsula Conservation Authority (NPCA) administers a fee schedule for a wide variety of services offered at its conservation areas. The fee schedule is reviewed and analyzed annually considering three central factors, which include: balancing inflation pressures, user demand for services, and comparable services and facilities at other Conservation Authorities. In 2020, NPCA staff are also considerate of increasing economic pressures and impacts caused by the COVID-19 pandemic in planning for 2021 and beyond.

Discussion:

NPCA staff have analyze the current rates and recommend rate changes for the 2021 season. A summary of the proposed 2021 Conservation Area Rates is attached as Appendix 1 of this report. Included in the attached report is comparable rates from Hamilton Conservation Authority and Grand River Conservation Authority.

Staff recommend all rates stay the same for the 2021 season with camping rates being the exception. Staff recommend a \$1.00 increase for one-night camping and a 2% increase for seasonal camping. An explanation for each recommendation is provided below. Day use admission fees, membership passes and permits, and education program fees are recommended to remain the same in 2021 as they were in 2020 due to awareness of increasing economic impacts on Niagara Peninsula

watershed residents due to the COVID-19 pandemic, Further, the 2020 rates align with those in place at neighbouring conservation authorities.

◆ Day Use Fees

Recommendation for day use fees remain as follows: Adults (\$8.00), Students (JK-College/University) and Seniors (65 years and above) (\$6.00), and Max Carload (\$24.00).

Fees for Admission will include taxes. All other fees will be advertised without tax included. All NPCA parks have shown a steady growth in day use attendance. The rates were increased from \$7.00 to \$8.00 in 2019 after remaining the same for several years.

◆ Membership Pass Fees

The membership pass fee is recommended to remain at \$100 plus tax for all parks. This pass is valid at all NPCA owned and operated parks. It is an annual season pass, valid from January 1st to December 31st, 2021. Staff believe the price point of this product is well placed in comparison to similar pass programs offered by the Hamilton Conservation Authority and Grand River Conservation Authority.

◆ Permit Fees

The NPCA issues permits for activities such as hunting, as well as photography and filming on NPCA properties. Staff recommend that permit fees remain the same in 2021 as in 2020 as follows: Hunting (\$40.00), Photography (\$100.00 plus tax), Filming (\$125.00 /hour plus tax).

◆ Camping Fees

Staff recommend that one-night camping is increased by \$1.00 and a 2% increase for all seasonal camp sites. Demand at Long Beach and Chippawa Creek, particularly 30 amp electrically serviced camping, remain very strong. With increasing costs in utilities, staff believe the increase is warranted.

Seasonal campers will continue to be offered one free membership pass to offset their 'extra vehicle permit' cost; valued at \$70. 2015 also saw the NPCA add a Long Weekend premium on all sites of \$4. Staff continues to support this idea, for Transient Campers. NPCA campgrounds are at capacity during these peak periods demonstrating this high demand. This peak period premium fee is a common practice at many campgrounds, and it is recommended to continue to do so at NPCA campgrounds.

◆ Educational Program Fees

Staff recommend that Educational Program fees for school visits and day camps remain the same as previous years, as follows: Half-day school visit (\$7.00), Full-day school visit (\$12.00), Single Day of day camp (\$40.00), Full-week of day camp (\$150.00) and Additional Child discounted Full-week day camp (\$135.00).

The 2020-2021 academic year has been significantly modified across Ontario due to the COVID-19 pandemic. Within Niagara, publicly funded school boards are not permitting visits from external educators or in-person field trips to external sites. For this reason, 2021 rates will remain

the same as 2020 for educational school visits. Taking into consideration the success of day camp programming in 2020 alongside the reduction in permitted public-health safe activities, staff also recommend that day camp fees remain the same as in 2020. Given the cohort model of delivery, single-day camp options may not be available in 2021 to ensure the health and safety of day camp participants.

Comprehensive Fee Review

The NPCA have hired a consulting firm to undertake a full cost user fee review for services offered through NPCA conservation areas. A comprehensive review of NPCA fees has not been conducted previously. Over the past three years, NPCA Operations staff have continued to strive towards balancing the value of services and facilities within conservation areas and associated fees, while researching similar services at nearby conservation authorities and fee structure patterns. As operational pressures continue to increase with the ongoing need to maintain infrastructure, costs of construction and maintenance, along with additional costs of sanitation and PPE, NPCA staff recognize the need to fully assess the current fee structure in order to develop a sound model for the future.

The key objectives for the user fee review is to determine full costs of maintaining conservation areas and providing services and to make fee recommendations to recover the full cost of service, having regard for stakeholder interest, affordability and market considerations. The intent will be to fully analyze the consultant's report and provide a full proposal for the 2022 fee schedule. As such, for 2021, no changes are recommended beyond the 2% cost of living.

Financial Implications:

The estimated financial implications of the recommended fee changes results in a 2% increase in camping revenues. This increase was captured in the 2021 budget.

Related Reports and Appendices:

Appendix 1: Proposed 2021 Conservation Area Fees

Authored by:

Original Signed by:

Adam Christie
Director, Operations and Strategic Initiatives

Authored by:

Original Signed by:

Alicia Powell, BSc, MA, PhD
Manager, Conservation Area Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP RPP
CAO/Secretary-Treasurer

Ball's Falls CA	2018	2019	2020	2021
Day Use (tax inc)				
Adults	\$ 7.00	\$ 8.00	\$ 8.00	\$ 8.00
Students / Seniors	\$ 5.00	\$ 6.00	\$ 6.00	\$ 6.00
Max Car	\$ 21.00	\$ 24.00	\$ 24.00	\$ 24.00
Bus (Over 20/ vehicle)	\$ 130.00	\$ 135.00	\$ 135.00	\$ 135.00
Self Pay / Donation	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00
Binbrook CA				
Day Use (tax inc)				
Adults	\$ 7.00	\$ 8.00	\$ 8.00	\$ 8.00
Students / Seniors	\$ 5.00	\$ 6.00	\$ 6.00	\$ 6.00
Max Car	\$ 21.00	\$ 24.00	\$ 24.00	\$ 24.00
Bus (Over 20/ vehicle)	\$ 130.00	\$ 135.00	\$ 135.00	\$ 135.00
Facility Rentals				
Pavilion Rental	\$ 115.00	\$ 120.00	\$ 120.00	\$ 120.00
Picnic Area Rental	\$ 62.50	\$ 65.00	\$ 65.00	\$ 65.00
Chippawa Creek CA				
Day Use (tax inc)				
Adults	\$ 7.00	\$ 8.00	\$ 8.00	\$ 8.00
Students / Seniors	\$ 5.00	\$ 6.00	\$ 6.00	\$ 6.00
Max Car	\$ 21.00	\$ 24.00	\$ 24.00	\$ 24.00
Bus (Over 20/ vehicle)	\$ 130.00	\$ 135.00	\$ 135.00	\$ 135.00
Camping				
Non Serviced One Night	\$ 38.50	\$ 40.00	\$ 41.50	\$ 42.50
15 Amp One Night	\$ 42.50	\$ 44.00	\$ 45.50	\$ 46.50
15 Amp Seasonal	\$ 2,210.00	\$ 2,254.20	\$ 2,299.30	\$ 2,345.27
15 Amp One Night Premium	\$ 46.50	\$ 48.00	\$ 49.50	\$ 50.50
15 Amp Seasonal Premium	\$ 2,420.00	\$ 2,468.40	\$ 2,517.75	\$ 2,568.11
30 Amp One Night	\$ 48.50	\$ 50.00	\$ 51.50	\$ 52.50
30 Amp Seasonal	\$ 2,525.00	\$ 2,575.50	\$ 2,627.10	\$ 2,679.64
30 Amp One Night Premium	\$ 50.50	\$ 52.00	\$ 53.50	\$ 54.50
30 Amp Seasonal Premium	\$ 2,730.00	\$ 2,784.60	\$ 2,840.30	\$ 2,897.11
Long Beach CA				
Day Use (tax inc)				
Adults	\$ 7.00	\$ 8.00	\$ 8.00	\$ 8.00
Students / Seniors	\$ 5.00	\$ 6.00	\$ 6.00	\$ 6.00
Max Car	\$ 21.00	\$ 24.00	\$ 24.00	\$ 24.00
Bus (Over 20/ vehicle)	\$ 130.00	\$ 135.00	\$ 135.00	\$ 135.00
Camping				
Non Serviced One Night	\$ 38.50	\$ 40.00	\$ 41.50	\$ 42.50
15 Amp One Night	\$ 42.50	\$ 44.00	\$ 45.50	\$ 46.50
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15 Amp One Night Premium	\$ 46.50	\$ 48.00	\$ 49.75	\$ 50.50
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30 Amp One Night Premium	\$ 50.50	\$ 52.00	\$ 53.75	\$ 54.50
30 Amp Seasonal Premium	\$ 2,730.00	\$ 2,784.60	\$ 2,840.30	\$ 2,897.11
30 Amp Seasonal Premium / Ridge			\$ 3,140.30	\$ 3,203.11
Passes and Permits				
NPCA Membership Pass	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Photography Permit (/day)	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Filming Permit (/hour)	\$ 120.00	\$ 120.00	\$ 125.00	\$ 125.00
NPCA Hunting Permit (tax inc)	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00
Educational Programs (Ball's Falls CA)				
Half-Day School Visit (/studen	\$ 5.00	\$ 7.00	\$ 7.00	\$ 7.00
Full-Day School Visit	\$ 10.00	\$ 12.00	\$ 12.00	\$ 12.00
Single Day Camp (PD, March B	\$ 35.00	\$ 35.00	\$ 40.00	\$ 40.00
Full Week Day Camp (March B	\$ 140.00	\$ 140.00	\$ 150.00	\$ 150.00
Additional Child Full Week Day	\$ 126.00	\$ 126.00	\$ 135.00	\$ 135.00

Hamilton (2021)	Grand River (2020)
\$ 15.50	\$ 7.50
\$ 13.50	\$ 6.00
NA	NA
\$ 197.75	NA
\$ 15.50	NA
\$ 15.50	\$ 7.50
\$ 13.50	\$ 6.00
NA	NA
\$ 197.75	NA
\$ 282.50	\$ 175.00
\$ 84.75	\$ 45.00
\$ 15.50	\$ 7.50
\$ 13.50	\$ 6.00
NA	NA
\$ 197.75	NA
\$ 48.59	\$ 41.00
\$ 56.50	NA
NA	\$ 2,445.00
NA	\$ 47.00
NA	NA
\$ 54.24	\$ 49.00
\$ 6,079.40	\$ 2,570.00
\$ 54.24	NA
\$ 6,079.40	\$ 2,705.00
\$ 15.00	\$ 7.50
\$ 13.00	\$ 6.00
NA	NA
\$ 197.75	NA
\$ 48.59	\$ 41.00
\$ 56.50	NA
NA	\$ 2,445.00
NA	\$ 47.00
NA	NA
NA	\$ 49.00
\$ 6,079.40	\$ 2,570.00
\$ 48.00	NA
\$ 6,079.40	\$ 2,705.00
NA	\$ 3,020.00
\$ 115.00	\$ 140.00
\$ 100.00	NA
\$ 150.00	NA
NA	\$ 85.00
\$ 13.00	\$ 6.60
NA	\$ 12.00
NA	NA
\$ 150.00	NA
NA	NA

**GOVERNANCE COMMITTEE
ONLINE TELECONFERENCE
MEETING MINUTES
Thursday, November 5, 2020
9:30 a.m.**

MEMBERS PRESENT: R. Foster, Chair
R. Brady
J. Ingrao
B. Johnson
K. Kawall
B. Mackenzie
E. Smith
M. Woodhouse

MEMBERS ABSENT: B. Clark

STAFF PRESENT: C. Sharma, Chief Administrative Officer / Secretary - Treasurer
G. Bivol, Executive Co-ordinator to the C.A.O. / Board
M. Ferrusi, Manager, Human Resources

Chair Foster called the meeting to order at 9:30 a.m..

1. APPROVAL OF AGENDA

The agenda for the November 5, 2020 Governance Committee meeting was approved by consensus.

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPROVAL OF THE MINUTES

- a) Minutes of the NPCA Governance Committee meeting dated October 1, 2020

Recommendation No. GC-33-2020

Moved by Member Ingrao

Seconded by Member Kawall

THAT the minutes of the meeting of the NPCA Governance Committee dated October 1, 2020 **BE ADOPTED**.

CARRIED

4. CORRESPONDENCE

None.

5. PRESENTATIONS

None.

6. DELEGATIONS

None.

7. Consent Items

None.

8. DISCUSSION ITEMS

- a) Report No. GC-07-20 RE: CAO Evaluation Process – Both Chandra Sharma, C.A.O. / Secretary – Treasurer and Misti Ferrusi, Manager of Human Resources spoke. Discussion was heard in respect of preferences for a shortened evaluation form.

Recommendation No. GC-34-2020

Moved by Member Woodhouse

Seconded by Member Brady

1. **THAT** Report No. GC-07-20 RE: CAO Evaluation Process **BE RECEIVED**.
2. **THAT** the Procedure for CAO Evaluation Process as outlined in Report GC-07-20 **BE APPROVED**.
3. **THAT** the Governance Committee **DIRECTS** that desired competencies from Appendix A be included in the CAO evaluation form for approval.
4. **AND THAT** any changes to the current CAO evaluation form as directed by the Governance Committee **BE APPENDED** to the next Full Authority Board meeting.

CARRIED

- b) Report No. GC-09-20 RE: Lifetime Passes Page – Ms. Ferrusi spoke to this issue. Discussion ensued.

Recommendation No. GC-35-2020

Moved by Member Ingrao

Seconded by Member Brady

1. **THAT** Report No. GC-09-20 RE: Lifetime Passes **BE RECEIVED**.
2. **THAT** Report No. GC-09-20 RE: Lifetime Passes be **APPROVED** for inclusion in the NPCA Volunteer Procedures.
3. **AND FURTHER** that a Volunteer Policy and Service Recognition Program **BE UPDATED** in 2021 after the completion of the Strategic Plan.

CARRIED

- c) Report No. GC-10-20 RE: Policy & Program Legislative Conformity Page – Ms. Ferrusi and Ms. Sharma spoke to the issue.

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Recommendation No. GC-36-2020

Moved by Member Kawall

Seconded by Member Smith

THAT Report No. GC-10-20 RE: Policy & Program Legislative Conformity **BE RECEIVED.**
CARRIED

- d) Report No. GC-11-20 RE: NPCA Board Member Skills Assessment – Both Ms. Sharma and Ms. Ferrusi spoke to the item. Discussion ensued.

Recommendation No. GC-37-2020

Moved by Member Woodhouse

Seconded by Member Brady

1. **THAT** Report No. GC-11-20 RE: Board Member Skills Assessment **BE RECEIVED.**
2. **AND FURTHER THAT** that staff **BE DIRECTED** to administer the NPCA Board Member Skills Assessment with the current NPCA Board of Directors and develop an implementation strategy to address any gaps identified.

CARRIED

9. NEW BUSINESS

- a) Verbal Update from the C.A.O. RE: Board Governance Training – Ms. Sharma updated the Board on the particulars of the Code of Conduct and Conflict of Interest training slated for the November NPC Board of Directors meeting.
- b) Verbal Update from the C.A.O. RE: NPCA Audit Reporting to Auditor General – Ms. Sharma outlined the recent developments with respect to the audit and the next steps anticipated from the Auditor General.
- c) Verbal Update from the C.A.O. RE: Legal Services Procurement – Ms. Ferrusi spoke to the item.
- d) Verbal Update from the Chair RE: Administrative By-Law – In addressing the issue, the Chair requested that the Administrative By-Law be slated for the next meeting to address any changes after the Board has had the planned governance training.
- e) Verbal Discussion at the request of Member Smith RE: Annual General Meeting Election Process – Member Smith expressed a need for the Board Members to be aware of the stances of nominees for the positions of Chair and Vice Chair as it related to the mandate of the Conservation Authority. Discussion ensued.

Recommendation No. GC-38-2020

Moved by Member Woodhouse

Seconded by Member Smith

THAT the Committee **INVESTIGATE** establishing a framework or parameters on issues to be addressed by nominees to the positions of Chair and Vice Chair as a part of the Annual General Meeting election process.

CARRIED

10. ADJOURNMENT

The meeting adjourned at 10:54 a.m.

Robert Foster,
Committee Chair

Chandra Sharma, MCIP, RPP
Chief Administrative Officer /
Secretary - Treasurer

Report To: Board of Directors

Subject: CAO Evaluation Process

Report No: FA-61-20

Date: November 19, 2020

Recommendation:

1. **THAT** Report No. FA-61-20 RE: CAO Evaluation Process **BE RECEIVED** and **APPROVED**.
2. **AND THAT** an annual CAO evaluation process **BE DEPLOYED** starting in December 2020.

Purpose:

The purpose of this report is to provide an established procedure and tool for the CAO Evaluation process.

Background:

The current NPCA Performance Review policy is in place to ensure that all staff members are provided with accurate and appropriate feedback regarding their performance. By providing annual performance reviews Niagara Peninsula Conservation Authority gains the opportunity to recognize and reward success, offer development and feedback and provide input on goals and objectives for the coming year. The CAO is responsible for the operations of the NPCA. For the Board to understand the effectiveness and abilities of the CAO in guiding the organization, there needs to be a clear, regularly occurring process for monitoring, evaluation and feedback.

The Auditor General of Ontario Special Audit of the NPCA Recommendation 5.1 states:

To ensure that the Niagara Peninsula Conservation Authority (NPCA) Board of Directors has all the information it needs to effectively oversee the NPCA and improve its oversight when needed, we recommend that the NPCA Board:

- *Regularly evaluate the performance of the NPCA's chief administrative officer, as required by its policies;*

The Governance Committee approved the CAO Performance Review procedure at the November 5, 2020 committee meeting for implementation immediately. CAO competencies to be used in the evaluation tool are currently being finalized with input from Chair and Vice Chair based on options provided by staff to the Governance Committee.

Discussion:

Recommended procedure for CAO performance evaluation:

- 1) The Chair and Vice Chair review the CAO evaluation tool on an annual basis and work with Human Resources on any recommendations for updates to the tool and/or process for approval of the full Board.
- 2) The CAO is requested to complete a performance review self-assessment along with preparing an update to the Board on completion of current goals and objectives (*approximately 3 months prior to review date*).
 - a. Human Resources will assist with initiating this process.
- 3) The CAO presents an update on the completion of goals and objectives to the board.
- 4) Performance review information/feedback from board members and other parties as determined by the Chair and Vice Chair is solicited and compiled for review by the Chair and Vice-Chair. (Compilation of ratings and comments).
 - a. If required Human Resources or an external Consultant may assist with the facilitation of the process.
- 5) Performance review is discussed and approved by Board of Directors along with approval for recommendation of compensation adjustment if applicable (please refer to the NPCA non-union compensation grid for reference).
 - a. If required, an external consultant could facilitate this process, but not internal Human Resources staff.
- 6) Performance review is presented to CAO by Board Chair and Vice-Chair for discussion along with presentation of recommendation for compensation adjustment if applicable.
 - a. Board Chair, Vice Chair and CAO are to sign the completed performance review
 - b. Completed review is to be provided to the CAO as well as confidentially to Human Resources for inclusion in the CAO personnel file along with any recommendations for compensation adjustments to be operationalized by Human Resources.
- 7) Establishment of CAO goals for the upcoming year in alignment with the Strategic Plan are to be presented by the CAO and approved by the Board of Directors.
- 8) A periodic review of CAO job description be completed, as required, by the Chair, Vice Chair and CAO.
 - a. Any recommended changes are to be made in consultation with Human Resources and presented to the full Board for approval.

Financial Implications:

There are no financial implications to the approval of this process.

Links to Policy/Strategic Plan:

The NPCA Performance Review Policy states:

The Board of Directors shall be responsible for the performance review of the Chief Administrative Officer

The NPCA Administrative By-Law states:

1.4. *Relationship between Board Members and CAO/Secretary-Treasurer:*

...The Board regularly evaluates the CAO/Secretary-Treasurer, measuring his/her performance against the Niagara Peninsula Conservation Authority's strategic plan and financial and human resources goals of the organization.

5.5 *Relationship between Board Members and NPCA Staff*

...The Board's Chair and Vice-Chair are responsible for

- Evaluating the CAO/Secretary-Treasurer; and*
- Recommending the annual salary and pay for performance of the CAO/Secretary-Treasurer for consideration to the Board Members*

Authored by:

Original Signed by:

Misti Ferrusi, BA, CHRL
Manager, Human Resources

Submitted by:

Original Signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

STRATEGIC PLANNING COMMITTEE MEETING
ON-LINE TELECONFERENCE
MEETING MINUTES
Tuesday, November 3, 2020
9:00 a.m.

MEMBERS PRESENT:	K. Kawall (Chair) R. Brady J. Hellinga B. Johnson B. Mackenzie W. Rapley M. Woodhouse B. Wright
MEMBERS ABSENT:	S. Beattie D. Bylsma D. Huson E. Smith
OTHERS PRESENT:	D. Cridland
STAFF PRESENT:	C. Sharma, C.A.O. / Secretary – Treasurer G. Bivol, Executive Co-Ordinator to the C.A.O. / Board E. Gervais, Procurement Specialist N. Green, Project Manager

The Chair called the meeting to order at 9:01 a.m.

1. APPROVAL OF AGENDA

Recommendation No. SPC-14-2020

Moved by Member Brady

Seconded by Member Woodhouse

THAT the Strategic Planning Committee Meeting agenda dated Tuesday November 3, 2020 **BE APPROVED** as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPROVAL OF MINUTES

- a) Minutes of the NPCA Strategic Planning Committee meeting dated September 17, 2020

Recommendation No. SPC-15-2020

Moved by Member Woodhouse

Seconded by Member Hellinga

THAT the Minutes of the NPCA Strategic Planning Committee meeting dated September 17, 2020 **BE APPROVED**.

CARRIED

4. CORRESPONDENCE

None.

5. DELEGATIONS

None.

6. PRESENTATIONS

None.

7. CONSENT ITEMS

None.

8. DISCUSSION ITEMS

a) Report No. SPC-03-20 RE: Strategic Planning Update and Approval of Consultant

Recommendation No. SPC-16-2020

Moved by Member Brady

Seconded by Member Woodhouse

1. **THAT** Report No. SPC-03-20 RE: Strategic Planning Update and Approval of Consultant **BE RECEIVED**.

2. **THAT** the Strategic Planning Committee **SUPPORTS** the Chief Administrative Officer awarding strategic plan consulting services to StrategyCorp at a total cost of \$29,900 plus HST.

CARRIED

9. NEW BUSINESS

None.

10. ADJOURNMENT

Recommendation No. SPC-17-2020

Moved by Member Woodhouse

Seconded by Member Hellinga

THAT the Strategic Planning Committee meeting of November 3, 2020 **BE** hereby
ADJOURNED at 9:49 a.m.

CARRIED

K. Kawall
Committee Chair

C. Sharma, MCIP, RPP
Chief Administrative Officer / Secretary
- Treasurer

FINANCE COMMITTEE
ON-LINE TELECONFERENCE
MEETING MINUTES
Thursday, October 29, 2020
9:30 a.m.

MEMBERS PRESENT: K. Kawall, Chair
S. Beattie
R. Foster
B. Johnson
B. Mackenzie
B. Steele (departed 10:00 a.m.)
M. Woodhouse

ABSENT: R. Foster
J. Metcalfe

STAFF PRESENT: C. Sharma, Chief Administrative Officer/Secretary–Treasurer
G. Bivol, Executive Co-Ordinator to the C.A.O./Board
A. Christie, Director, Operations and Strategic Initiatives
L. Gagnon, Director, Corporate Services
D. MacKenzie, Director, Watershed Management
G. Shaule, Administrative Assistant
G. Verkade, Senior Manager, Integrated Watershed Planning and Information Management

Chair Kawall called the meeting to order at 9:31 a.m.

1. APPROVAL OF AGENDA

Recommendation No. A&BC-28-2020
Moved by Member Steele
Seconded by Member Woodhouse

THAT the Audit and Budget Committee Meeting agenda dated Thursday, October 29, 2020
BE APPROVED as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPROVAL OF THE MINUTES

- a) Minutes of the NPCA Audit and Budget Committee meeting dated July 30, 2020

Recommendation No. A&BC-29-2020
Moved by Member Beattie
Seconded by Member Steele

THAT the minutes of the Audit and Budget Committee meeting dated July 30, 2020 **BE APPROVED**.

CARRIED

4. CORRESPONDENCE

None.

5. DELEGATIONS / PRESENTATIONS

None.

6. CONSENT ITEMS

- a) Report No. A&BC-12-20 RE: Financial Report – Q3 – 2020 - L. Gagnon, Director, Corporate Services presented. D. Mackenzie, Director, Watershed Management offered additional comment.

Recommendation No. A&BC-30-2020

Moved by Member Steele

Seconded by Member Beattie

THAT Report A&BC-12-20 RE: Financial Report – Q3 – 2020 **BE RECEIVED** for information.

CARRIED

Recommendation No. A&BC-31-2020

Moved By: Member Beattie

Seconded By: Member Woodhouse

THAT staff **PROVIDE** a justification report to support the two additional FTE's included in the draft 2021 budget.

CARRIED

Recommendation No. A&BC-32-2020

Moved By: Member Woodhouse

Seconded By: Member Beatty

THAT the Committee **REQUESTS** staff include in 2021 budget presentations re-initiation of Niagara Region's contribution to a land acquisition reserve.

CARRIED

7. DISCUSSION ITEMS

- a) Report No. A&BC-11-20 RE: 2021 Draft Operating and Capital Budgets – Member Beattie requested notation in the minutes that he was not in support of Recommendation No. A&BC-34-2020.

Recommendation No. A&BC-33-2020

Moved By: Member Beattie

Seconded By: Member Woodhouse

THAT Report No. A&BC-11-20 RE: 2021 Draft Operating and Capital Budgets **BE RECEIVED.**

CARRIED

Recommendation No. A&BC-34-2020

Moved By: Member Woodhouse

Seconded By: Chair Kawall

THAT the Finance Committee **RECOMMENDS** that the Board approve the 2021 Draft Operating and Capital Budgets for discussion with municipalities.

CARRIED

8. NEW BUSINESS

Chandra Sharma, Chief Administrative Officer / Secretary - Treasurer noted the need for another meeting to discuss reserve policy and a tangible capital assets policy. A meeting date for November 26, 2020 was determined.

Budget presentation dates for the City of Hamilton and Niagara Region were discussed. It was noted that the meeting with Niagara Region staff was slated for December 10, 2020. The Hamilton budget presentation was anticipated for January 19 or 21, 2021.

9. ADJOURNMENT

Recommendation No. A&BC-35-2020

Moved by Member Beattie

Seconded by Member Woodhouse

THAT the Finance Committee meeting of October 29, 2020 **BE** hereby **ADJOURNED** at 11:25 a.m.

CARRIED

Ken Kawall,
Committee Chair

Chandra Sharma, MCIP, RPP
Chief Administrative Officer / Secretary
- Treasurer

Report To: Board of Directors

Subject: Financial Report – Q3 - 2020

Report No: FA-58-20

Date: November 19, 2020

Recommendation:

1. **THAT** Report FA-58-20 RE: Financial Report – Q3 - 2020 **BE RECEIVED** for information.
2. **AND THAT** the Board of Directors **APPROVE** reallocating NPCA self-generated surplus to critical capital projects.

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.

Additionally, this report provides the Board of Directors with a summary of the year-to-date self-generated surplus and staff recommendations to reallocate this surplus to fund critical capital projects.

Discussion:

The report confirms the general financial oversight and compliance with Public Sector Accounting Board Standards.

On October 29, 2020 Report No. A&BC-12-20 – Financial Report – Q3 - 2020 was accepted (Resolution No A&BC-30-2020) by the Audit and Budget (Finance) Committee.

As noted in Appendix 1, the net operating position at the end of Q3 is in a surplus of \$2.3M. Staff have completed a forecast to the end of the 2020 fiscal year, with an anticipated net operating surplus of \$1.1M. This surplus is largely the result of better than anticipated NPCA generated revenue generation across the organization, primarily in Park Operations

As part of the forecasting exercise, Staff reviewed the listing of unfunded capital pressures and are recommending that the Board of Directors approve reallocation of the remaining NPCA generated operating surplus in the amount of \$534,100 to support a total of 14 projects, summarized below.

Watershed - \$289,000

Water Quality Buoy – Binbrook Reservoir

This robust metal buoy is intended to be deployed year-round in the Binbrook Reservoir in order to provide for a stable and safe platform to deploy a wide range of water quality sensors and telemetry. The current sensor deployment is haphazard and prone to being impacted by the winter ice. The buoy will allow the NPCA to safely and continuously monitor various water quality parameters in the reservoir.

YSI EXO Sensor Buoy/Telemetry

The YSI Incorporated, EXO brand Water Quality Sensor is a special piece of equipment that can collect and store a wide range of parameters including, Temperature, Dissolved Oxygen, Conductivity, pH, Turbidity, Salinity, etc. This unit is proposed to be deployed on the Binbrook Reservoir Buoy.

The NPCA proposes to install telemetry on the Binbrook Water Quality Buoy which would allow all the information collected by the YSI Water Quality Sensor to be transmitted (via cell phone modem or satellite antenna) directly into the NPCA's Water Quality Database. This capability will remove the need to manually download the data collected by the YSI Sensor.

YSI EXO Sensor for 20 Mile Creek

Another YSI EXO unit is anticipated to be deployed in the upper portion of 20 Mile Creek to address an existing data gap.

RiverSurveyor RTK (Real Time Kinematic) GPS Unit

The NPCA presently owns a RiverSurveyor unit which is used to measure the flows within a watercourse. It looks like a small remote-controlled boat with instrumentation attached.

The RTK GPS Unit is an accessory which offers very precise tracking of the RiverSurveyor unit to allow for the bed of the watercourse to be accurately mapped. This allows for an erosion analysis to be undertaken and river discharge values to be more accurately determined.

Drone RTK (Real Time Kinematic) GPS Unit

The NPCA presently owns a DJI Phantom drone (with 2 staff members being qualified drone pilots) which is used for various aerial photographic needs. The drone can also be used to map the ground surface at with an accuracy in the range of 20 to 50 inches. With the addition of an RTK GPS unit however, this accuracy can be as low as an inch or two. This kind of precision will allow the NPCA to undertake annual monitoring flights over the Binbrook and Virgil dams to detect changes in the profile of the earth dykes which will give advanced warning of a potential stability problem within the structure.

Drone Flight Processing Software

The Drone Flight Processing Software will allow for the creation, analysis, and storage of the ground surface profiles collected by the Drone RTK GPS Unit to make the dam change detection inspections possible. In addition, still photos collected by the drone can be assembled into a movie style view of the flight path.

Trimble Survey Equipment

The Trimble units are handheld devices that allow the user to gather location information at survey grade accuracy. It allows the user to also input information located in the surrounding area to better identify the area and features. These units are ideal for not only Compliance and Enforcement to administer the Regulations but can also be utilized by Land Operations for Forest Management, Master Plans and by our Restoration Department for surveying the area for restoration.

Corporate Services - \$245,100

Shovel Ready Site Design for Lakewood Conservation Area

This project will take the passive site concept for the Lakewood Conservation Area that was approved by the board at the September meeting (below) for consideration towards the federal Infrastructure Canada funding opportunity, through the public engagement and design phases (inclusive of SAR and other potential permitting issues) with the support and guidance of external consulting services. Demonstrating a properly informed and well-articulated design will be critical to seek implementation funds through either the Infrastructure Canada and/or subsequent alternative funding opportunities to execute the design delivered. A value-added line item to prepare a complementary project management plan to implement the final design within a year's timeframe will be requested as part of the quotation should additional scope be achievable with the project's proposed value. NPCA restoration, operations and ecology staff, along with community partners will work with the consultant through both the public engagement and creative processes enroute to finalizing a design the community will embrace and that the NPCA will be proud to establish with the property.

'Demonstrating leadership towards shoreline resiliency is an emerging strategic objective of the NPCA. A preliminary draft of the Wainfleet Conservation Areas Master Plan includes a proposal for the vacant 6-hectare Lakewood Conservation Area and its 159 meters of beach access on the Lake Erie shoreline. Existing Master Plan draft design concepts will be transformed into a more passive and conservation minded site plan that focuses on demonstrating natural shoreline management techniques to protect the existing sensitive dune system and associated Fowler's Toad habitat, as well as creation of a backshore coastal wetland to further attract migratory birds and their enthusiasts. Educational signage and kiosk, an accessible boardwalk trail system incorporating two access points to the beach, and lookout pavilions over the coastal wetland and other habitats will complement the natural assets of the property. Implementation and opening of the property will assist both the Township of Wainfleet and the Conservation Authority's goals of improving public access to the waterfront while maintaining and enhancing the natural environment.'

Enhanced Regional Watershed Restoration Program Design

NPCA restoration services are currently limited by board endorsement to implementing the approved restoration grant program and providing technical support to internal clients. Ecological restoration concepts and expertise based upon NPCA's intimate knowledge of the Niagara landscape and proper watershed management can be integrated and delivered to the cumulative benefit of the Niagara Watershed through additional service offerings where private needs, partnering agencies, and/or municipal clients do not specifically keep restoration subject matter expertise on staff. Further, climate change is exacerbating the need to restore the Niagara landscape which is currently only contributing an estimated 56% of what science suggests is

required at minimum to be healthy and viable under historic climate conditions. In response, this project is critical to position the Authority to take advantage of emerging funding opportunities to offer value to municipal infrastructure and growth/development projects, and to enhance our fragmented ecosystems through enhanced restoration services. Consulting resources will be leveraged to research other Conservation Authority restoration service portfolios, implementation approaches, and recipient's experiences and perceived needs across Ontario. These findings will inform a market-based gap and needs analysis that will aid staff in better understanding local opportunities for NPCA restoration services. The project approach will be predicated on heavy engagement with local member municipalities, and produce a report discussing opportunities and limitations through a compilation of recommendations complete with potential funding and resourcing considerations. The project will aim for completion ahead of the 2022 budget cycle and leverage any relevant information NPCA has in terms of past program assessment and opportunity studies.

Laptop

Accounts payable have unique hardware requirements with peripheral equipment that are driving needs for an immediate laptop over a desktop replacement, and whereas the capital project for this year's computer replacements have been exhausted by completing its projected schedule. The laptop will resolve the immediate hardware connectivity needs, introduce efficiencies with respect to work from home considerations through the ongoing pandemic, as well as enable migration to larger and additional monitors preferred for accounting roles.

Financial Reporting and Budgeting Module - PSD

Building on the recent implementation of the City Wide asset management program, the financial reporting and budgeting module would streamline and automate both processes, currently undertaken manually. These modules integrate with City Wide, and interface with our current accounting software.

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 – 2020 Operating Statement – Q3

Appendix 2 – Capital Projects 2020 – Q3

Authored by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/
Secretary-Treasurer

**NIAGARA PENINSULA CONSERVATION AUTHORITY - CONSOLIDATED
2020 OPERATING STATEMENT - Q3 - 2020**

Appendix 1 - Report No. FA-58-20	Year to Date				Annual Budget	Comments
	Actual	Budget	Var AB	Var AB %		
SOURCE OF FUNDS						
Municipal Funding	\$ 5,439,320	\$ 4,516,028	\$ 923,292	20.44%	\$ 6,121,000	Timing - Q4 municipal levy received in Q3
Provincial Funding	267,835	259,888	7,947	3.06%	349,185	Variance not material
Federal Funding	25,000	72,470	-47,470	-65.50%	100,000	Timing - Fed cash flow
Park Operations	1,226,936	1,659,051	-432,115	-26.05%	2,016,850	Covid-19 pandemic
Permits and Regulatory Fees	308,770	290,331	18,439	6.35%	387,108	Variance not material
Other Revenue	766,312	416,571	349,741	83.96%	520,227	Canada Emergency Wage Subsidy (CEWS)
TOTAL REVENUES / SOURCE OF FUNDS	\$ 8,034,173	\$ 7,214,339	\$ 819,834	11.36%	\$ 9,494,370	
USE OF FUNDS						
Salaries and Benefits	\$ 4,064,767	\$ 4,551,384	\$ 486,617	10.69%	\$ 6,141,278	Gapping of both vacant and growth positions; pandemic avoided costs
Other Employee Related Expenses	111,141	177,540	66,399	37.40%	235,892	Staff training (covid impact)
Board and Volunteer	17,934	59,651	41,717	69.94%	71,200	Board expenses (covid impact / virtual meetings)
Professional Fees	198,051	472,477	274,426	58.08%	661,500	Legal fees (H/R), timing on legals, consulting & lab analysis
Occupancy Costs	388,339	411,604	23,265	5.65%	548,803	Timing - calendarization of utilities and other variable costs
Vehicles and Equipment	154,152	166,887	12,735	7.63%	246,020	Variance not material
Park Maintenance	287,819	401,090	113,271	28.24%	468,000	Reduced maintenance expenses due to covid park closures
Contractor Services	137,640	145,499	7,859	5.40%	194,000	Pandemic related delays
Debt Servicing	3	3,771	3,768	99.92%	5,030	Variance not material
Cost and Expenses	193,054	316,664	123,610	39.04%	473,025	Reduced expenses due to impact of covid (cancellations/closures)
Materials and Supplies	46,165	148,740	102,575	68.96%	196,622	Trees, plant material, supplies - covid delays (Restoration)
Marketing and Promotion	112,666	189,753	77,087	40.62%	253,000	Reduced marketing and promo due to pandemic
TOTAL EXPENSES / USES OF FUNDS	\$ 5,711,731	\$ 7,045,060	\$ 1,333,329	18.93%	\$ 9,494,370	

Niagara Peninsula Conservation Authority - 2020 CAPITAL PROJECTS										Appendix 2 - Report No. FA-58-2020
Project Name	Division	Location /Site	Classification	Priority Ranking	Municipality	Carried Forward	Approved Budget 2020	Spend at 31-DEC-	Spend at 30-SEPT-	Project Spend at 30-
CAO/Board & Admin										
Multi-Media Equipment	CAO/Board	HQ -	Operational Efficiency	4	ALL		\$ 10,000		\$ 7,573	\$ 7,573
Signage - Pollinator Gardens	CAO/Board	Various	Strategic Initiative	3			\$ 25,000		NA	NA
Total - CAO/Board & Admin						\$ -	\$ 35,000	\$ -	\$ 7,573	\$ 7,573
Corporate Services										
Asset Management Capital Planning Program	Corporate	HQ -	Operational Efficiency	5	ALL		\$ 30,000		\$ 15,233	\$ 15,233
Data Centre Cyclical Server Refresh	Corporate	HQ -	Asset Integrity – Proactive	4	ALL		\$ 23,000		\$ 19,945	\$ 19,945
Annual PC Replacements	Corporate	Various	Asset Integrity – Proactive	4	ALL		\$ 45,000		\$ 61,981	\$ 61,981
Office Network Backup and Archive	Corporate	HQ -	Operational Efficiency	4	ALL		\$ 6,500		\$ 4,352	\$ 4,352
Phone System	Corporate	HQ -	Asset Integrity – Imminent Breakdown	5	ALL		\$ 50,000		\$ 18,550	\$ 18,550
Orthoimagery Acquisition - SWOOP	Corporate	HQ -	Operational Efficiency	4	ALL		\$ 10,000		\$ -	\$ -
Natural Areas ELC Mapping Update	Corporate	HQ -	Operational Efficiency	4	ALL		\$ 200,000		NA	NA
Balls Falls Internet Improvement & Infrastructure	Corporate	Balls	Strategic Initiative	3	Niaqara		\$ 40,000		\$ -	\$ -
Board Microphones	Corporate	Balls	Operational Efficiency	3	ALL		\$ 50,000		NA	NA
Total - Corporate Services						\$ -	\$ 454,500	\$ -	\$ 120,061	\$ 120,061
Watershed										
OPG - Welland River Watershed (WS-2018-16)	Watershed					\$ -	\$ -	\$ 195,432	\$ 42,490	\$ 237,922
Shriner's Creek Modifications	Watershed	Niaqara	Operational Efficiency	3	Niaqara		\$ 80,000		\$ -	\$ -
Flood Plain Mapping - Beaver Creek	Watershed	West	Code Compliance and Legislation	4	Niaqara		\$ 150,000		\$ -	\$ -
Flood Plain Mapping - Grimsby/Lincoln	Watershed	Grimsby	Code Compliance and Legislation	4	Niaqara		\$ 20,000	\$ 111,117	\$ 14,551	\$ 96,566
Flood Plain Mapping - St. Catharines	Watershed	St.	Code Compliance and Legislation	4	Niaqara		\$ 25,000	\$ 63,921	\$ 8,981	\$ 72,902
Water Quality Equipment	Watershed	Pelham	Asset Integrity – Proactive	3	Niaqara		\$ 35,000		NA	NA
Virgil Dam Safety Study	Watershed	Niaqara-	Code Compliance and Legislation	4	Niaqara		\$ 60,000		\$ 36,634	\$ 36,634
Stream Gauge Equipment	Watershed	Various	Operational Efficiency	3	ALL		\$ 20,000		NA	NA
Karst Hazard Mapping	Watershed	Various	Code Compliance and Legislation	4	ALL		\$ 50,000		NA	NA
Total - Watershed						\$ -	\$ 440,000	\$ 370,470	\$ 73,554	\$ 444,024
Land Operations										
Treetop Trekking (BB-2019-21)	Land	Binbrook				\$ 87,854	\$ 150,000	\$ 80,601		\$ 80,601
Treetop Trekking Building & Amenities	Land	Binbrook						\$ -	\$ 30,748	\$ 30,748
Binbrook - Septic System	Land	Binbrook	Critical	5	Hamilt		\$ 1,500,000	\$ -	\$ 20,681	\$ 20,681
Water Treatment System Upgrades	Land	Binbrook	Strategic Initiative	4	Hamilt		\$ 150,000			\$ -
Tyneside Trail Upgrades - Binbrook	Land	Binbrook	Strategic Initiative	3	Hamilt		\$ 10,000		\$ 1,582	\$ 1,582
Septic System Replacement Ball's Falls (BF-2017-05)	Land	Balls				\$ 57,323	\$ -	\$ 21,177	\$ 25,270	\$ 46,447
Field Centre Restoration - Balls Falls	Land	Balls	Critical	5	Niaqara		\$ 35,000			\$ -
Historical Building Restoration - Balls Falls	Land	Balls	Strategic Initiative	4	Niaqara		\$ 100,000	\$ -	\$ 101,664	\$ 101,664
Road Upgrade & Drainage - LB North Side	Land	Long				\$ 51,926	\$ 232,000	\$ 23,074	\$ 213,806	\$ 236,880
North Side Comfort Station - Long Beach	Land	Long	Strategic Initiative	4	Niaqara		\$ 246,438	\$ 110,000	\$ 3,562	\$ 13,255
New Park Signage (CW-2019-37)	Land	Various				\$ 28,625	\$ -	\$ 21,375	\$ 1,500	\$ 22,875
Equipment Sustainment - Land Operations	Land	Various	Asset Integrity – Proactive	4	ALL		\$ 228,280		\$ 96,448	\$ 96,448
Cistern - Gainsborough	Land	Gainsbor	Operational Efficiency	4	Niaqara		\$ 40,000	\$ -		\$ -
Workshop Upgrades - Gainsborough	Land	Gainsbor	Asset Integrity – Proactive	4	Niaqara		\$ 100,000	\$ -	\$ 81,750	\$ 81,750
Centre for Conservation - Gallery Upgrades	Land	Balls	Strategic Initiative	3	Niaqara	\$ 80,000	\$ 80,000		\$ 5,965	\$ 5,965
Septic Design & Scope - Chippawa Creek	Land	Chippaw	Code Compliance and Legislation	3	Niaqara		\$ 10,000		NA	NA
Barn - Wedding Updates	Land	Balls	Strategic Initiative	4	Niaqara		\$ 90,000		NA	NA
Electrical and Water (Ridge) - Long Beach	Land	Long	Strategic Initiative	4	Niaqara		\$ 88,000		NA	NA
Total - Land Operations						\$ 552,166	\$ 2,923,280	\$ 149,789	\$ 580,739	\$ 730,528
GRAND TOTAL	ALL					\$ 552,166	\$ 3,852,780	\$ 520,259	\$ 781,927	\$ 1,302,186

These projects have been deferred.

Appendix2 -Report No. FA-58-2020

2020 Capital Budget - BY CLASSIFICATION	
Classification	# Projects
Critical	2
Code Compliance and Legislation	5
Asset Integrity - Imminent Breakdown	2
Asset Integrity - Proactive Replacement	5
Operational Efficiency	9
Strategic Initiative	9
TOTAL	32

2020 Capital Budget - BY ASSET CLASS	
Asset Class	# Projects
Land Improvements	5
Buildings	9
Water Control Structures	2
Gauge Stations	1
Equipment	15
TOTAL	32

Report To: Board of Directors

Subject: 2021 Draft Operating and Capital Budgets

Report No: FA-59-20

Date: November 19, 2020

Recommendation:

1. **THAT** Report No. FA-59-20 RE: 2021 Draft Operating and Capital Budgets **BE RECEIVED**.
2. **THAT** Report No. A&BC-11-20 RE: 2021 Draft Operating and Capital Budgets **BE APPROVED** for discussion with participating municipal staff, in accordance with Board approved Budget Assumptions.
3. **THAT** Staff continue to discuss the possibility of reinstating the Land Acquisition Reserve contributions with municipal funding partners.
4. **THAT** the list of 2021 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2021 budget through collaborative projects or external funding;
5. **THAT** NPCA staff **REPORT** the results of discussions with participating municipal staff to the 2021 Q1 Finance Committee meeting.

Purpose:

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

- 2021 Budget Assumptions
- 2021 Levy Apportionment
- 2021 Draft Operating and Capital Budget
- 2021 Unfunded Pressures

Background:

In July 2020, the Board considered the Budget Assumptions for 2021 which included a 1.75% COLA adjustment (as negotiated through the Collective Agreement approved by the Board of Directors), and a 2% provision for inflation. In the development of the recommended budget assumptions for the 2021 budget process, Staff considered the following:

- Cost of living adjustments (COLA) and grid step increases
- Inflation (Consumer price index – CPI)
- Multi-year contractual obligations, including OPSEU collective agreement provisions for 2021.
- Operating and capital unfunded pressures
- Operational impact of the Covid-19 pandemic – 2020 and beyond
- Budget guidelines from municipal partners
- Budget process and structure from other conservation authorities
- General economic outlook and political climate
- Implications of Bill 108 and provincial funding
- Impacts on service delivery
- Asset management, state of good repair for asset base, capital funding gaps, deferred capital projects and building a sustainable capital plan
- New programs and growth initiatives

NPCA has received 2021 budget guidance from Niagara Region, which includes a provision for a 2% increase over 2020.

At the time this report was drafted, Staff had not received 2021 Budget Guidelines from the City of Hamilton, however unofficially, budget guidance is expected to come in at 2% against 2020. Budget guidelines from Haldimand County have not been received yet.

Please note that expenses budgeted in 2021 specific to the Covid-19 Pandemic have been presented as a separate line item, in accordance with budget guidelines from Niagara Region.

On October 29, 2020 Report No. A&BC-11-20 – 2021 Draft Operating and Capital Budgets was presented to the Audit and Budget (Finance) Committee, and the following resolutions were passed in part:

THAT Staff PROVIDE a justification report to support the two additional FTE's included in the Draft 2021 Budget.

THAT the Committee REQUESTS Staff include in 2021 budget presentations the re-initiation of Niagara Region's contribution to the Niagara Land Acquisition Reserve.

THAT the Finance Committee RECOMMENDS that the Board approve the 2021 Draft Operating and Capital Budgets for discussions with participating municipal Staff.

The 2021 General Levy Apportionment as per guidance provided by MNRF breaks down as follows, with comparable statistics for 2020:

2021 Levy Apportionment			
	2021	2020	Variance
Niagara	76.9811%	77.2459%	-0.2648%
Hamilton	21.1565%	20.9048%	0.2517%
Haldimand	1.8624%	1.8493%	0.0131%
Total	100.0000%	100.0000%	0.0000%

Discussion:

Draft 2021 Operating Budget – see Appendix 1.

Overall, revenues and expenses in this zero-based budget are projected to increase by \$390,748, (3.9%), due in large part to anticipated increases in Authority generated funds in Park Operations and Permits/Regulatory Fees. The increase to the Municipal General Levy is in line with Board approved Budget Assumptions: 1.98%, or \$120,823. Gap of approx. \$108,985 resulting from transfer of Niagara Region Tree and Forest Conservation By-Law administration has been addressed through internal efficiencies, gapping and self-generated revenues within the 2021 budget.

2021 Operating Budget – Staff Complement

Included in the 2021 Draft Operating Budget is an addition of 2 FTE to the staffing complement. Further to resolutions from the October 29, 2020 Finance Committee meeting, please note the rationale below for each FTE based on an internal business case.

Watershed - Ecological Technician

Based on the current volume of Planning Act and NPCA Permit applications, the NPCA is unable to consistently meet the current CO review timelines (under the new Client Service Standards) with one Ecological Technician. This has placed considerable workload on one staff position serving the entire jurisdiction. In addition, the volume of work does not allow proper review on other items within the organization such as Environmental Assessments, restoration projects or projects on NPCA land. As such, by securing a second position, this will allow the NPCA to achieve Client Service Targets established by CO and ensure better quality application reviews. It should be noted also that the addition of this position to complement brings staffing back to pre-2018 levels to provide adequate planning ecology capacity.

Human Resources – Health and Safety

This role would be pivotal in validating NPCA's commitment to protecting the health and safety of our staff. In the CA environment there is a wide variety of work performed that may have varying requirements when it comes to health and safety, alongside legislated requirements (i.e. ice, heights, swift water, etc.) The impact of COVID-19 in 2020, coupled with anticipated additional health and safety measures will require continued focus for the foreseeable future. As such, a dedicated Health

and Safety position is critical. It should be noted that NPCA will be classifying this position as incremental pandemic expenses in an effort to capitalize on anticipated external funding sources (i.e. Safe Restart).

While the Joint Occupational Health and Safety Committee (JOHSC) ensures adherence to legislation, there are many updates and proactive tasks that they would like to prioritize: an update of the health and safety policy manual, implementation of the MSDS online program and performance of an organization wide risk assessment. Current workload of existing staff is such that these tasks cannot be undertaken without additional human resources. This professional and trained expert will also support NPCA Park operations on how to best protect the safety of our patrons. This FTE also represents a much needed redundancy in the Human Resources department to serve the growing needs of the organization.

Special Levy – Land Acquisition - Hamilton

Since 2016, the City of Hamilton has contributed \$100,000 annually to a Land Acquisition Reserve. The current reserve balance as at December 31, 2019 is \$994,152.

In 2020, in anticipation of the adoption of a formal land acquisition strategy for the NPCA, it was decided that a contribution to the Land Acquisition Reserve from the City of Hamilton would be deferred. NPCA's Land Acquisition Strategy is currently in progress and scheduled to be completed in the Spring of 2021.

Staff would like to initiate discussions with Hamilton Staff on the feasibility of a Land Acquisition Reserve contribution in the amount of \$100,000, presented below the line.

Special Levy – Land Acquisition – Niagara

From 2016 to 2018, Niagara Region contributed \$500,000 annually to a Land Acquisition Reserve, adding \$1.5M to an opening balance of \$298,176. The current reserve balance as at December 31, 2019 is \$1.798M.

In 2019, the NPCA Board of Directors passed a resolution to reverse the proposed 2019 contribution of \$500,000 for the Niagara Land Acquisition Reserve. In 2020, in anticipation of the adoption of a formal land acquisition strategy for the NPCA, it was decided that a contribution to the Land Acquisition Reserve from Niagara Region would be deferred. NPCA's Land Acquisition Strategy is currently in progress and scheduled to be completed in the Spring of 2021.

Staff would like to initiate discussions with Niagara Region Staff on the feasibility of a Land Acquisition Reserve contribution in the amount of \$500,000, presented below the line.

Draft 2021 Capital Budgets

2021 Capital Budget targets, in accordance with Budget Assumptions:

2021 Capital - Target		
2020 Special Levy - Niagara		1,103,236
2020 Special Levy - Hamilton		203,552
2020 Special Levy - Haldimand		12,904
Sub Total		1,319,692
2% CPI per budget assumptions		26,394
2021 Capital Target		1,346,086

Please see Appendix 2(a) for consolidated summary and Appendix 2(b) for details on the 2021 Draft Capital Budget.

Overall, critical capital requirements supported by municipal Special Levy proposed for the 2021 fiscal year exceed the capital target:

Target	\$ 1,346,086
Proposed	1,465,216
Shortfall	\$ 119,130

In an effort to ensure critical infrastructure and health/safety projects for 2021 can be undertaken, Staff will be seeking external funding and/or grant opportunities, ensuring we explore all available alternatives. Staff are also investigating access to OPG Funding under the terms of the existing MOU. Additionally, Niagara Region may consider a provision for incremental COVID-19 related expenses. To that end, these expenses have been presented as a separate line item. Budgets will be adjusted accordingly in the next few months subsequent to discussions with our municipal partners.

Unfunded Budget Pressures

In the last several years, 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:

- The organization is currently in the process of undertaking a significant amount of work to address the 2018 Auditor General Recommendations requiring substantial staff resources and incremental costs.
- The COVID 19 Pandemic has exerted a great deal of pressure on NPCA Greenspace and Parks. NPCA needs to make significant investments in infrastructure upgrades and staffing resources to be able to safely serve our communities.
- Staff anticipate significant planning and growth pressures in the coming years in the NPCA jurisdiction requiring NPCA to invest in proactive science and information to support decision making.
- NPCA's assets and infrastructure have a significant state-of good repair backlog and gaps that needs to be addressed.
- Full impact of Conservation Authority changes through Bill 229 are currently unknown.

A preliminary assessment of current unfunded pressures was prioritized by Staff. These initiatives (\$7.4M), classified in 3 categories outlined below are listed in Appendix 2.

Restoration and Shoreline Resiliency:

The watershed entrusted to the Niagara Peninsula Conservation Authority (NPCA) is environmentally degraded as evident from its fragmented natural areas and poor surface water quality. Previous studies by the NPCA have estimated that the watershed achieves only fifty-six percent (56%) cumulatively towards the minimum thresholds for several ecological objectives that science recommends for an environmentally viable landscape. Ambient monitoring also indicates most of the watershed's surface waters suffer from poor to marginal water quality. Climate change is causing significant and far-reaching impacts on both local watercourses and the Great Lakes whose shorelines are complex ecological and social-political environments. Demonstrating leadership towards ensuring resilient natural environment systems and shorelines through the maintenance and enhancement of natural features with an emphasis on nature based solutions under an adaptive management approach entirely aligns with NPCA's local natural resources management mandate.

Planning and Growth Pressures

A prime mandate of the NPCA is to keep people and property safe from the impacts of natural hazards. To this end, the NPCA administers Ontario Regulation 155/06 *'Development, Interference with Wetlands and Alterations to Shorelines and Watercourses'*, made under Section 28 of the Conservation Authorities Act. Works proposed to be undertaken in an area regulated by the NPCA require that a permit be obtained prior to undertaking construction. In addition, the NPCA has been delegated the responsibility by the Ministry of Natural Resources and Forestry to represent the provincial interest with respect to natural hazards under Section 3.1 of the Provincial Policy Statement (2020). This responsibility includes the NPCA commenting on municipal documents such as Official Plans, Zoning Bylaws and Planning Act applications. A key component to administering these pieces of legislation is understanding where these natural hazards are located in order to assist the NPCA in directing development away from hazard-prone lands.

State of Good Repair

The NPCA completed an operational asset review in Q2 2020. The review included updating the condition of every NPCA-owned asset. The result of the project concluded that the majority of NPCA assets were in fair to poor condition. The asset review led to the creation of a multi-year capital plan to upgrade and sustain all NPCA assets at an appropriate standard. When analyzing the conditions of the assets it was deemed that several Conservation Areas needed to be addressed.

The NPCA's Conservation Areas saw a substantial increase in visitation in 2020, which exposed several assets that were in poor condition. Day use attendance revenue at NPCA active parks, including Ball's Falls, Binbrook, Chippawa Creek and Long Beach, increased significantly in 2020 despite capacity limitations due to COVID-19. NPCA staff also noted a substantial increase in visitors at NPCA's popular passive parks. The increase in park visitation exposed some NPCA asset weaknesses which include conservation area signage: entrance, visitor information and educational signs.

Green Infrastructure is an additional area that NPCA staff would like to address in improving the condition of its current assets. Repairs and replacements to bicycle parking, solar recharge stations and shade structures are projects to enhance the current condition of conservation areas.

The NPCA is responsible for 41 conservation areas covering 7300 acres of property. We are fortunate to have many incredible properties that offer a variety of uses for people to enjoy, including passive recreational uses. NPCA's hiking trails need enhancements to bring existing trails back to a good condition. Projects such as widening trails, repairs to trailside seating, boardwalks, accessibility trail repair and landscaping will bring the trails to an appropriate standard.

Infrastructure assets at the NPCA's active conservation areas are concerning. These assets include septic systems, roadways, comfort stations, pavilions, workshops, among other assets. Most roadways are in poor condition and are in much need of repair. With an increase in visitors and more people and vehicles in the conservation areas, speed bumps have become an important method to control the flow and speed of traffic for health and safety reasons.

The equipment asset classification currently has several assets in exceedingly poor condition. Best practice for frequently-used equipment such as mowers, utility vehicles and tractors is to assign an asset life cycle of 4 to 5 years. The majority of high-use equipment utilized by NPCA staff is over 10 years old. Ageing, deteriorating equipment has led to an increase in equipment maintenance costs as well as a decrease in operational efficiency.

/continued

Summary – 2021 Municipal Levy

Summary - 2021	2020	2021	Variance	%
Niagara				
- General Levy	4,706,327	4,684,681		
- Special Levy - Capital	1,103,236	1,241,073		
Sub Total	5,809,563	5,925,754	116,191	2.00%
- Covid-19 Pandemic	-	109,464	109,464	
Total	5,809,563	6,035,218	225,655	3.88%
Hamilton				
- General Levy	1,273,658	1,307,251		
- Special Levy - Operating	23,315	-		
- Special Levy - Capital	180,237	199,503		
Total	1,477,210	1,506,754	29,544	2.00%
Haldimand				
- General Levy	112,671	112,077		
- Special Levy - Capital	12,904	24,640		
Total	125,575	136,717	11,142	8.87%
Consolidated				
- General Levy	6,092,656	6,104,009		
- Special Levy - Operating	23,315	-		
- Special Levy - Capital	1,296,377	1,465,216		
Sub Total	7,412,348	7,569,225	156,877	2.12%
- Covid-19 Pandemic	-	109,464	109,464	
Total	7,412,348	7,678,689	266,341	3.59%

The 2020 Hamilton Special Levy in support of Capital expenditures does not include debt funding for capital projects in the amount of \$1.210M.

Financial Implications:

The Conservation Authorities Act (CAA) Act defines operating expenses under Section 1 of the Act and further explains operating funding under Section 27.

The revised Act, as proclaimed through Bill 108 refers to mandatory versus non-mandatory programs (Section 21.1.1). These will not be considered as part of the 2021 budget process as the regulations defining these programs have not yet been developed.

The CAA also enables the Authority to establish Fees as outlined in Section 21.2.1 of the Act which is included in the 2021 budget.

The Conservation Authorities Act (CAA) Act enables capital projects and the funding thereof through Sections 24, 25 and 26.

Unfunded pressures are currently not included in the 2021 Budget. A diverse range of strategies will be deployed to address these gaps. Staff will investigate external funding sources and liaise with external stakeholders and all levels of governments to look for collaborative opportunities outside the existing budget processes. These unfunded priorities will be continuously prioritized and incorporated into future budgets as appropriate.

Related Reports and Appendices:

Appendix 1: NPCA 2021 Draft OPERATING Budget

Appendix 2(a): NPCA 2021 Draft CAPITAL Budget – Summary

Appendix 2(b): NPCA 2021 Draft CAPITAL Budget - Detailed

Authored by:

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Chief Administrative Officer/Secretary-Treasurer

2021 DRAFT OPERATING BUDGET				
	TOTAL		VARIANCE	
<i>Appendix 1 - Report No. FA-59-20</i>	2020 Budget	2021 Budget	Amount	%
Revenues				
Municipal Funding				
Regular levy	6,092,656	6,213,480	120,823	1.98%
Special levy - Niagara	5,030	-	- 5,030	-100.00%
Special levy - Hamilton	23,315	-	- 23,315	-100.00%
Provincial Funding	-	-		
MNR transfer payments	90,000	90,000	-	0.00%
Provincial Grants - MOE	99,500	115,229	15,729	15.81%
Provincial Grants - Other	159,685	178,365	18,680	11.70%
Federal Grants	100,000	70,000	- 30,000	-30.00%
Interest Income	90,000	119,000	29,000	32.22%
Park Operations	2,016,850	2,183,045	166,195	8.24%
Permits and Regulatory Fees	387,108	498,000	110,892	28.65%
Miscellaneous	430,226	398,000	- 32,226	-7.49%
TOTAL REVENUES	9,494,370	9,865,119	370,748	3.90%
Expenses				
Salaries and Benefits	6,141,276	6,625,056	483,778	7.88%
Other Employee Related Expenses	235,892	236,648	756	0.32%
Board and Volunteer	81,200	63,600	- 17,600	-21.67%
Professional Fees	651,500	562,346	- 89,154	-13.68%
Contractor Services	194,000	197,500	3,500	1.80%
Vehicles and Equipment	246,020	275,240	29,220	11.88%
Materials and Supplies	196,622	218,190	21,567	10.97%
Marketing and Promotion	253,000	282,500	29,500	11.66%
Occupancy Costs	548,803	543,250	- 5,553	-1.01%
Debt Servicing	5,030	-	- 5,030	-100.00%
Park Maintenance	468,000	514,890	46,890	10.02%
Other Operating Expenses	473,025	345,900	- 127,125	-26.87%
TOTAL EXPENSES	9,494,370	9,865,119	370,748	3.90%

Niagara Peninsula Conservation Authority - 2021 DRAFT CAPITAL BUDGET											
Appendix 2(a) - Report No. FA-59-20		Detailed Funding Source									
Project Name	Location	Funding Source	Munic.	Niagara	Hamilton	Haldimand	External	Total	External	Municipal	Total Project
Corporate Services											
Annual PC replacements	Various	Special Levy - ALL	All	34,641	9,520	838		45,000		45,000	45,000
Data Centre Network Upgrades	HQ - Welland	Special Levy - ALL	All	28,483	7,828	689		37,000		37,000	37,000
Digital Terrain Model Update	Various	Special Levy - ALL	All	115,472	31,735	2,794		150,000		150,000	150,000
Natural Areas ELC Mapping Update	Various	Other	All	45,000	90,000	15,000		150,000		150,000	150,000
Records Management - phased	HQ - Welland	Special Levy - ALL	All	30,792	8,463	745		40,000		40,000	40,000
TOTAL - Corporate Services				\$ 254,389	\$ 147,546	\$ 20,066	\$ -	\$ 422,000	\$ -	\$ 422,000	\$ 422,000
Land Operations											
Deferred Projects - BF Septic System:								-	-	-	-
- Flood Plain Mapping - Beaver Creek	Beaver Creek	Other	Niagara				150,000	150,000	150,000	-	150,000
- CFC Gallery Upgrades	Balls Falls	Other	Niagara	15,130			49,870	65,000	49,870	15,130	65,000
- Equipment Sustainment	Various	Other	All	42,021	11,548	1,017		54,586	-	54,586	54,586
- Balls Falls Internet Upgrade	Balls Falls	Other	Niagara	40,000				40,000	-	40,000	40,000
- Asset Management Program	Various	Other	All	23,094	6,347	559		30,000	-	30,000	30,000
Field Centre Restoration - Phase 2	Balls Falls	Special Levy - Niagara	Niagara	47,500				47,500	-	47,500	47,500
Roadway Improv - Phase 1 - Chippawa	Chippawa Cree	Special Levy - Niagara	Niagara	100,000				100,000	-	100,000	100,000
St John's - Heritage Building Restoration	Central Worksh	Special Levy - Niagara	Niagara	130,000				130,000	-	130,000	130,000
Mowers (Chippawa and Binbrook)	Central Worksh	Special Levy - ALL	All	26,943	7,405	652		35,000	-	35,000	35,000
RTV (CW)	Vaious - Niagar	Special Levy - Niagara	Niagara	15,396	4,231	372		20,000	-	20,000	20,000
Skid Steer (Central Workshop)	Central Worksh	Special Levy - ALL	All	20,015	5,501	484		26,000	-	26,000	26,000
Mini Excavator	Central Worksh	Special Levy - ALL	All	53,887	14,810	1,304		70,000	-	70,000	70,000
Cave Springs Parking Lot	Central Worksh	Special Levy - Niagara	Niagara	105,000				105,000	-	105,000	105,000
Rollon/rolloff - dual axle 7600 Int'l Truck		Special Levy - ALL	All	140,000				140,000	-	140,000	140,000
TOTAL - Land Operations				\$ 758,987	\$ 49,842	\$ 4,388	\$ 199,870	\$ 1,013,086	\$ 199,870	\$ 813,216	\$ 1,013,086
Watershed											
Floodplain Mapping - Big Forks Creek	Niagara	Special Levy - Niagara	Niagara					150,000	150,000		150,000
Water Quality Equipment	Pelham	Special Levy - Niagara	Niagara	20,000				20,000		20,000	20,000
Stream Gauge Equipment	Various	Special Levy - ALL	All	7,698	2,116	186		10,000		10,000	10,000
Virgil Dam - Remedial Measures	Niagara	Special Levy - Niagara	Niagara	200,000				200,000		200,000	200,000
TOTAL - Watershed				\$ 227,698	\$ 2,116	\$ 186	\$ -	\$ 380,000	\$ 150,000	\$ 230,000	\$ 380,000
GRAND TOTAL				\$ 1,241,073	\$ 199,503	\$ 24,640	\$ 199,870	\$ 1,815,086	\$ 349,870	\$ 1,465,216	\$ 1,815,086

Niagara Peninsula Conservation Authority - 2021 DRAFT CAPITAL BUDGET

Appendix 2(b) - Report No. FA-59-20				Detailed Funding Source							
Project Name	Location	Funding Source	Munic.	Niagara	Hamilton	Haldimand	External	Total	External	2021	Total Project
Corporate Services											
Annual PC replacements	Various	Special Levy - ALL	All	34,641	9,520	838		45,000		45,000	45,000
Data Centre Network Upgrades	HQ - Welland	Special Levy - ALL	All	28,483	7,828	689		37,000		37,000	37,000
Digital Terrain Model Update	Various	Special Levy - ALL	All	115,472	31,735	2,794		150,000		150,000	150,000
Natural Areas ELC Mapping Update	Various	Other	All	45,000	90,000	15,000		150,000		150,000	150,000
Records Management - phased	HQ - Welland	Special Levy - ALL	All	30,792	8,463	745		40,000		40,000	40,000
TOTAL - Corporate Services				\$ 254,389	\$ 147,546	\$ 20,066	\$ -	\$ 422,000	\$ -	\$ 422,000	\$ 422,000
Land Operations											
Deferred Projects - BF Septic System:								-	-	-	-
- Flood Plain Mapping - Beaver Creek	Beaver Creek	Other	Niagara				150,000	150,000	150,000	-	150,000
- CFC Gallery Upgrades	Balls Falls	Other	Niagara	15,130			49,870	65,000	49,870	15,130	65,000
- Equipment Sustainment	Various	Other	All	42,021	11,548	1,017		54,586	-	54,586	54,586
- Balls Falls Internet Upgrade	Balls Falls	Other	Niagara	40,000				40,000	-	40,000	40,000
- Asset Management Program	Various	Other	All	23,094	6,347	559		30,000	-	30,000	30,000
Field Centre Restoration - Phase 2	Balls Falls	Special Levy - Niagara	Niagara	47,500				47,500	-	47,500	47,500
Roadway Improv - Phase 1 - Chippawa	Chippawa Creek	Special Levy - Niagara	Niagara	100,000				100,000	-	100,000	100,000
St John's - Heritage Building Restoration	Central Workshop	Special Levy - Niagara	Niagara	130,000				130,000	-	130,000	130,000
Mowers (Chippawa and Binbrook)	Central Workshop	Special Levy - ALL	All	26,943	7,405	652		35,000	-	35,000	35,000
RTV (CW)	Vaious - Niagara	Special Levy - Niagara	Niagara	15,396	4,231	372		20,000	-	20,000	20,000
Skid Steer (Central Workshop)	Central Workshop	Special Levy - ALL	All	20,015	5,501	484		26,000	-	26,000	26,000
Mini Excavator	Central Workshop	Special Levy - ALL	All	53,887	14,810	1,304		70,000	-	70,000	70,000
Cave Springs Parking Lot	Central Workshop	Special Levy - Niagara	Niagara	105,000				105,000	-	105,000	105,000
Rollon/rolloff - dual axle 7600 Int'l Truck		Special Levy - ALL	All	140,000				140,000	-	140,000	140,000
TOTAL - Land Operations				\$ 758,987	\$ 49,842	\$ 4,388	\$ 199,870	\$ 1,013,086	\$ 199,870	\$ 813,216	\$ 1,013,086
Watershed											
Floodplain Mapping - Big Forks Creek	Niagara	Special Levy - Niagara	Niagara	150,000				150,000	150,000		150,000
Water Quality Equipment	Pelham	Special Levy - Niagara	Niagara	20,000				20,000		20,000	20,000
Stream Gauge Equipment	Various	Special Levy - ALL	All	7,698	2,116	186		10,000		10,000	10,000
Virgil Dam - Remedial Measures	Niagara	Special Levy - Niagara	Niagara	200,000				200,000		200,000	200,000
TOTAL - Watershed				\$ 377,698	\$ 2,116	\$ 186	\$ -	\$ 380,000	\$ 150,000	\$ 230,000	\$ 380,000
GRAND TOTAL				\$ 1,391,073	\$ 199,503	\$ 24,640	\$ 199,870	\$ 1,815,086	\$ 349,870	\$ 1,465,216	\$ 1,815,086

2021 Levy Apportionment			
	2021	2020	Variance
Niagara	76.9811%	77.2459%	-0.2648%
Hamilton	21.1565%	20.9048%	0.2517%
Haldimand	1.8624%	1.8493%	0.0131%
Total	100.0000%	100.0000%	0.0000%

2021 Capital - Target	
2020 Special Levy - Niagara	1,103,236
2020 Special Levy - Hamilton	203,552
2020 Special Levy - Haldimand	12,904
Sub Total	1,319,692
2% CPI per budget assumptions	26,394
2021 Capital Target	1,346,086



Niagara Peninsula Conservation Authority - 2021 DRAFT CAPITAL BUDGET									
UNFUNDED BUDGET PRESSURES:	Location	Funding Source	Munic.	Status	Niagara	Hamilton	Haldimand	External	TOTAL
Restoration and Shoreline Resiliency									
Watershed Plan Data Update	Various	Special Levy - ALL	All	Unfunded	76,981	21,157	1,862		100,000
Watershed Restoration	Various	Special Levy - ALL	All	Unfunded	115,472	31,735	2,794		150,000
Water Quality Non-Point Source Modelling	Various	Special Levy - ALL	All	Unfunded	61,585	16,925	1,490		80,000
Restoration based site design - Lakewood	Niagara	Special Levy - Niagara	Niagara	Unfunded	50,000				50,000
Fish Habitat Mapping Update	Various	Special Levy - ALL	All	Unfunded	76,981	21,157	1,862		100,000
Sub Total - Restoration and Shoreline Resiliency					381,019	90,973	8,008	-	480,000
Planning and Growth Pressures									
Lake Erie Shoreline - Phase 1	Niagara	Special Levy - Niagara	Niagara	Unfunded	220,000				220,000
Lake Ontario Shoreline - Phase 1	Niagara	Special Levy - Niagara	Niagara	Unfunded	220,000				220,000
Karst Hazard Mapping	Various	Special Levy - ALL	All	Unfunded	65,434	17,983	1,583		85,000
City View Reconfiguration	Various	Special Levy - ALL	All	Unfunded	115,472	31,735	2,794		150,000
Sub Total - Planning and Growth Pressures					620,906	49,718	4,377	-	675,000
State of Good Repair/Health and Safety									
Internet Upgrade	Central Workshop	Special Levy - ALL	All	Unfunded	38,491	10,578	931		50,000
Data Centre Server Upgrade	Welland	Special Levy - ALL	All	Unfunded	20,015	5,501	484		26,000
Electrical & Water - Ridge - Long Beach	Long Beach	Special Levy - Niagara	Niagara	Unfunded	130,000				130,000
Speed Bumps - All Parks (Phase 1)	Central Workshop	Special Levy - ALL	All	Unfunded	50,000	50,000			100,000
Equipment Implements	Various	Special Levy - Niagara	Niagara	Unfunded	30,792	8,463	745		40,000
Barn Storage Facility	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	50,000				50,000
Tractor	Central Workshop	Special Levy - ALL	All	Unfunded	38,491	10,578	931		50,000
Argo (Bog & Wainfleet Wetlands)	Central Workshop	Special Levy - ALL	All	Unfunded	15,396	4,231	372		20,000
Wainfleet Wetlands (Phase 1)	Central Workshop	Special Levy - Niagara	Niagara	Unfunded	153,962	42,313	3,725		200,000
Passive Parks Gates	Central Workshop	Special Levy - Niagara	Niagara	Unfunded	330,000				330,000
Ball Home Interior Scoping and Restoration	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	7,500				7,500
Centre for Conservation Upgrades (gift Shop)	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	50,000				50,000
Additional Roadway from 7th Ave into Park	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	10,000				10,000
Ball's Falls Gate System	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	100,000				100,000
Equipment - POS Machines (all parks)	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	7,500				7,500
Parking Lot Lighting CFC	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	40,000				40,000
Office Furniture	Various	Special Levy - ALL	All	Unfunded	19,245	5,289	466		25,000
Lime Restoration	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	40,000				40,000
New Metal Stairs for Bruce Trail	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	100,000				100,000
Equipment: BBQ	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		10,000			10,000
Info Signs / Kiosk	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		30,000			30,000
Pavilion 1 Scoping, Design and Permits	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		10,000			10,000
Pavilion 1 Demolition and Construction	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		275,000			275,000
Playground Upgrade	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		300,000			300,000
Additional Pavilions	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		250,000			250,000
New Gate System	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		150,000			150,000
New Washroom Facility	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		300,000			300,000
Road and Parking Upgrade	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		500,000			500,000
Main Boat Launch Upgrade	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		100,000			100,000
Expanded Office Space	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		50,000			50,000
Charcoal Disposal Units	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		15,000			15,000
Pavilion 2 Parking lot	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		35,000			35,000
Garbage disposal area - next to scout loop	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		10,000			10,000
Northside Playground	Long Beach	Special Levy - Niagara	Niagara	Unfunded	125,000				125,000
Boat Launch Replacement	Long Beach	Special Levy - Niagara	Niagara	Unfunded	50,000				50,000
Drainage South Side	Long Beach	Special Levy - Niagara	Niagara	Unfunded	100,000				100,000
North and South Parking Areas	Long Beach	Special Levy - Niagara	Niagara	Unfunded	40,000				40,000
Seating and Shade Structure	Long Beach	Special Levy - Niagara	Niagara	Unfunded	75,000				75,000
Rebuild Comfort station #2 Soth Side	Long Beach	Special Levy - Niagara	Niagara	Unfunded	5,000				5,000
Beach Washroom Renovations	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	15,000				15,000
Replace Old Comfort Station Tanks/Improv	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	25,000				25,000
Workshop Upgrades	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	25,000				25,000

Niagara Peninsula Conservation Authority - 2021 DRAFT CAPITAL BUDGET									
Electrical Upgrades	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	1,000,000				1,000,000
New Firewood Hut	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	25,000				25,000
New Pavilion	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	125,000				125,000
New Playground Equipment	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	150,000				150,000
Tile Drain in Day Use	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	125,000				125,000
Morgan's Point Comfort Station Renovation	Central Workshop	Special Levy - ALL	All	Unfunded	19,245	5,289	466		25,000
Morgan's Point Pavilion	Central Workshop	Special Levy - ALL	All	Unfunded	96,226	26,446	2,328		125,000
All Passive Park Bathroom Renovations	Central Workshop	Special Levy - ALL	All	Unfunded	19,245	5,289	466		25,000
St. Johns Valley Centre Septic System	Central Workshop	Special Levy - ALL	All	Unfunded	173,207	47,602	4,190		225,000
Fencing for All Parks	Central Workshop	Special Levy - ALL	All	Unfunded	130,868	35,966	3,166		170,000
Low Ropes Course	Cons Area Serv	Special Levy - ALL	All	Unfunded	15,396	4,231	372		20,000
Work Vehicles	Equipment	Special Levy - ALL	All	Unfunded	115,472	31,735	2,794		150,000
New AED Units (H&S)	Equipment	Special Levy - ALL	All	Unfunded	23,094	6,347	559		30,000
Trailers (All Parks)	Equipment	Special Levy - ALL	All	Unfunded	46,189	12,694	1,117		60,000
Plow and Salter (Chipp)	Equipment	Special Levy - ALL	All	Unfunded	5,774	1,587	140		7,500
Roll off Tri-Axle Truck	Equipment	Special Levy - ALL	All	Unfunded	92,377	25,388	2,235		120,000
Sub Total - State of Good Repair					3,853,486	2,374,527	25,487	-	6,253,500
TOTAL - UNFUNDED BUDGET PRESSURES					4,855,411	2,515,217	37,872	-	7,408,500