

**FULL AUTHORITY MEETING  
ON-LINE TELECONFERENCE**

**Thursday, October 22, 2020  
9:30 A.M.**

**A G E N D A**

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**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. APPROVAL OF MINUTES**

- a) Minutes of the Full Authority meeting dated September 17, 2020 (For Approval)
- b) Minutes of the Closed Session dated September 17, 2020 (To be provided under separate cover) (For Approval)

Page #1

**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 (For Receipt)

Page # 8

**5. PRESENTATIONS**

- a) Conservation Authority Funding and Levy Information Presentation by C.A.O / Secretary – Treasurer, Chandra Sharma (To be provided under separate cover) (For Receipt)
- b) Update on Riverfront Draft Plan of Subdivision and Zoning By-Law Application - David Deluce, Senior Manager, Planning and Regulations (To be provided under separate cover) (For Receipt)

**6. DELEGATIONS**

**7. CONSENT ITEMS**

**8. DISCUSSION ITEMS**

- a) Report No. FA-50-20 RE: Water Quality Notification and Communication Strategy (For Receipt) Page # 10
- b) Report No. FA-51-20 RE: Haldimand County Lake Erie Hazard Mapping Update (For Approval) Page # 13
- c) Report No. FA-52-20 RE: Fee Schedule Amendment - Inclusion of Compliance Surcharge (For Approval) Page # 21

**9. COMMITTEE REPORTS**

**9.1 GOVERNANCE COMMITTEE**

- 9.1.1 Minutes of the Governance Committee Meeting dated October 1, 2020 (For Receipt) Page # 24
- 9.1.2 Report No. FA-53-20 RE: Code of Conduct Procedure (For Approval) Page # 28
- 9.1.3 Report No. FA-54-20 RE: Updated Administrative By-law (For Approval) Page # 34
- 9.1.4 Report No. GC-05-20 RE: Board Evaluation Process (For Receipt) Page # 104

**9.2 STRATEGIC PLANNING COMMITTEE**

- 9.2.1 Minutes of the Strategic Planning Committee Meeting dated September 17, 2020 (For Receipt) Page # 113
- 9.2.2 Report No. FA-55-20 RE: Strategic Planning Update (For Receipt) Page # 116

**9.3 PUBLIC ADVISORY COMMITTEE**

- 9.3.1 Minutes of the Public Advisory Committee Meeting dated September 24, 2020 (For Receipt) Page # 157

**10. NOTICES OF MOTION**

**11. NEW BUSINESS**

**11.1 VERBAL UPDATE RE: NIAGARA PENINSULA CONSERVATION  
FOUNDATION BY MEMBER FOSTER**

**11.2 VERBAL UPDATE FROM THE C.A.O.**

**12. CLOSED SESSION**

**13. ADJOURNMENT**



**FULL AUTHORITY  
ONLINE TELECONFERENCE  
MEETING MINUTES  
Thursday, September 17, 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
- B. Clark
- D. Coon-Petersen
- D. Cridland
- L. Feor
- R. Foster
- J. Hellinga
- D. Huson
- J. Ingrao
- K. Kawall
- B. Mackenzie (departed 12:08 p.m.)
- J. Metcalfe
- W. Rapley
- E. Smith
- B. Steele (departed 11:40 a.m.)
- M. Woodhouse
- B. Wright

**MEMBERS ABSENT:**

- R. Shirton

**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
- D. Deluce, Senior Manager, Planning and Regulations
- M. Ferrusi, Manager, Human Resources
- L. Gagnon, Director, Corporate Services
- S. Gillis, Restoration Project Lead
- J. Culp, Supervisor, Permits and Compliance
- D. MacKenzie, Director, Watershed Management
- S. Miller, Senior Manager, Water Resources
- E. Navarro, Communications Specialist
- G. Shaule, Administrative Assistant



G. Verkade, Senior Manager, Integrated Watershed Planning and Information Management

**OTHERS:**

T. Insinna, Chair, Niagara Peninsula Conservation Foundation  
G. Wood, Managing Director / Secretary – Treasurer, Niagara Peninsula Conservation Foundation  
D. Giles, Director of Community and Long Range Planning, Region of Niagara  
D. Heyworth, Official Plan Policy Consultant, Region of Niagara  
R. Mostacci, Commissioner Planning and Development, Region of Niagara  
S. Norman, Senior Planner, Region of Niagara

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

## 1. APPROVAL OF AGENDA

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Resolution No. FA-112-2020

Moved by Board Member Beattie

Seconded by Board Member Brady

**THAT** the Full Authority Agenda dated July 16, 2020 **BE APPROVED.**

**CARRIED**

## 2. DECLARATIONS OF CONFLICT OF INTEREST

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None declared.

## 3. APPROVAL OF MINUTES

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a) Minutes of the Full Authority meeting dated July 16, 2020

b) Minutes of the Closed Session dated July 16, 2020

Resolution No. FA-113-2020

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 July 16, 2020; and
- Minutes of the Closed Session dated July 16, 2020.

**CARRIED**

## 4. CORRESPONDENCE

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a) Correspondence dated July 24, 2020 from Anne-Marie Norio, Regional Clerk, Region of Niagara RE: Natural Environment Work Program – Phase 4: Identification and Evaluation of Options PDS 26-2020 – Discussion on this matter was referred to occur in conjunction with Agenda Item 5. b).

Resolution No. FA-114-2020

Moved by Board Member Cridland

Seconded by Board Member Feor

**THAT** the correspondence dated July 24, 2020 from Anne-Marie Norio, Regional Clerk, Region of Niagara RE: Natural Environment Work Program – Phase 4: Identification and Evaluation of Options PDS 26-2020 **BE RECEIVED**.

**CARRIED**

## 5. PRESENTATIONS

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- a) Presentation by the Niagara Peninsula Conservation Foundation Chair Tom Insinna and Managing Director / Secretary – Treasurer D. Gayle Wood – Both Chair Tom Insinna and Managing Director / Secretary – Treasurer D. Gayle Wood addressed the Board and presented via PowerPoint. Members posed questions. Discussion ensued.

Resolution No. FA-115-2020

Moved by Board Member Huson

Seconded by Board Member Ingrao

1. **THAT** Report No. FA-48-20 RE: Niagara Peninsula Conservation Foundation (NPCF) Progress Update and Memorandum of Understanding (MOU) **BE RECEIVED**.
2. **THAT** the presentation regarding Niagara Peninsula Conservation Foundation update **BE RECEIVED**.
3. **THAT** Niagara Peninsula Conservation Authority CAO and staff **CONTINUE** to support the Foundation in its progression towards becoming the environmental charity of choice for NPCA jurisdiction.
4. **AND FURTHER THAT** staff **BE AUTHORIZED** to enter into a Memorandum of Understanding with to formalize and strengthen the partnership with the Niagara Peninsula Conservation Foundation.

**CARRIED**

- b) Presentation on the Niagara Region Official Plan Update – Environment Work Program by Sean Norman, Senior Planner, Region of Niagara - R. Mostacci, Commissioner Planning and Development, Region of Niagara addressed the Board and introduced Regional staff in attendance. D. Heyworth, Official Plan Policy Consultant, Region of Niagara presented on behalf of the Region. Members posed questions and discussion ensued.

Resolution No. FA-116-2020

Moved by Board Member Rapley

Seconded by Board Member Steele

**THAT** the PowerPoint presentation on the Niagara Region Official Plan Update – Environment Work Program by S. Norman, Senior Planner, Region of Niagara and D. Heyworth, Official Plan Policy Consultant, Region of Niagara **BE RECEIVED**.

**CARRIED**

Resolution No. FA-117-2020

Moved by Board Member Kwall

Seconded by Board Member Mackenzie

**THAT** the Chair **SEND** a letter to Niagara Region thanking regional staff for their presentation to the NPCA Board and Public Advisory Committee and offering continued staff support and technical advice as needed.

**CARRIED**

- c) Conservation Authority Funding and Levy Information Presentation by C.A.O / Secretary – Treasurer, Chandra Sharma – This matter was deferred to the October meeting of the NPCA Board of Directors.

## 6. DELEGATIONS

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None.

## 7. CONSENT ITEMS

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- a) Report No. FA-39-20 RE: Compliance & Enforcement Year to Date Statistics – D. MacKenzie, Director, Watershed Management spoke to the report noting that specific enforcement activities could be expanded upon in closed session.

Resolution No. FA-118-2020

Moved by Board Member Smith

Seconded by Board Member Metcalfe

**THAT** Report No. FA-39-20 RE: Compliance and Enforcement Year to Date Statistics **BE RECEIVED**.

**CARRIED**

## 8. DISCUSSION ITEMS

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- a) Report No. FA-48-20 RE: Niagara Peninsula Conservation Foundation (NPCF) Progress Update and Memorandum of Understanding (MOU) – This report was addressed in conjunction within agenda item 5. a) being the presentation by the Niagara Peninsula Conservation Foundation.
- b) Report No. FA-49-20 RE: Infrastructure Canada – Investing in Canada Plan – COVID-19 Community Resilience Funding – L. Gagnon, Director, Corporate Services presented her report. Discussion ensued.

Resolution No. FA-119-2020

Moved by Board Member Woodhouse

Seconded by Board Member Wright

1. **THAT** Report FA-49-20 RE: Infrastructure Canada – Investing in Canada – COVID-19 Community Resilience Funding **BE RECEIVED**.

2. **THAT** staff **BE AUTHORIZED** to proceed with proposal development and outreach to municipal partners related to identified funding priorities.

3. **AND FURTHER THAT** members of the Board support staff with municipal partnerships and support from Provincial and Federal political representatives, as appropriate.

**CARRIED**

## 9. COMMITTEE ITEMS

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### Minutes of the Strategic Planning Committee Meeting dated July 16, 2020

#### Resolution No. FA-120-2020

Moved by Board Member Beattie

Seconded by Board Member Brady

**THAT** the minutes of the Strategic Planning Committee Meeting dated July 16, 2020 **BE RECEIVED**.

**CARRIED**

#### 9.1 Items for Approval of the Board

- a) Report No. SPC-01-2020 RE: Strategic Planning Committee Terms of Reference and Work Plan

#### Resolution No. FA-121-2020

Moved by Board Member Bylsma

Seconded by Board Member Clark

1. **THAT** Report No. SPC-01-20 RE: Strategic Planning Committee Terms of Reference and Work Plan **BE RECEIVED**.
2. **THAT** the revised Strategic Planning Committee Terms of Reference attached as Appendix 1 to Report No. SPC-01-20 **BE APPROVED**.
3. **THAT** the Strategic Planning 2020 Work Plan attached as Appendix 2 to Report No. SP-01-20 **BE APPROVED**.
4. **THAT** the final Strategic Planning Committee Terms of Reference **BE APPENDED** to the updated NPCA Administrative By-Law to be presented for Board approval in 2020.
5. **AND FURTHER THAT** the Strategic Planning Committee **INITIATE** the strategic planning process immediately upon adoption of their Terms of Reference and Workplan dated July 23, 2020.

**CARRIED**

### Minutes of the Audit and Budget (Finance) Committee Meeting dated July 30, 2020

#### Resolution No. FA-122-2020

Moved by Board Member Coon-Petersen

Seconded by Board Member Cridland

**THAT** the minutes of the Audit and Budget (Finance) Committee Meeting dated July 30, 2020 **BE RECEIVED**.

**CARRIED**

## 9.2 Items for Approval of the Board

- a) Report No. FA-40-20 RE: COVID-19 – Financial Impact and Scenario Analysis - This item was acknowledged by means of the Board having received the appropriate Committee minutes into the record.
- b) Report No. FA-42-20 RE: Binbrook Capital Project 2020 – Updated Budget Estimates and Debt Financing

### Resolution No. FA-123-2020

Moved by Board Member Feor

Seconded by Board Member Foster

1. **THAT** Report No. FA-42-20 RE: Binbrook Capital Projects 2020 – Updated Budget Estimates and Debt Financing **BE RECEIVED**.
2. **AND FURTHER THAT** the Board **AUTHORIZES** staff to continue to explore financing options with the City of Hamilton, based on refined budget estimates.

**CARRIED**

- c) Report No. FA-46-20 RE: Financial Report – Q2 – 2020 - This item was acknowledged by means of the Board having received the appropriate Committee minutes into the record.
- d) Report No. FA-47-20 RE: 2021 Budget Assumptions – Member Kawall as Chair of the Audit and Budget (Finance) Committee spoke to issue of Members communications with the appointing municipalities on budgets.

### Resolution No. FA-124-2020

Moved by Board Member Hellinga

Seconded by Board Member Huson

1. **THAT** Report No. FA-47-20 regarding the recommended budget assumptions for the 2021 Operating and Capital Budgets **BE APPROVED** for use in the development of the 2021 budget.
2. **THAT** a list of current known unfunded priorities **BE PREPARED** for the Board's consideration in conjunction with 2021 Budgets.
3. **AND FURTHER THAT** Staff **BE DIRECTED** to submit the Preliminary 2021 Budget to the funding municipalities in accordance with their guidelines and schedules.

**CARRIED**

## 10. NOTICES OF MOTION

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None.

## 11. NEW BUSINESS

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- a) Verbal Update from the C.A.O. RE: COVID – C. Sharma spoke on the NPCA office re-opening, health and safety protocols, necessary accommodations, the new digital phone system and legislative changes affecting Conservation Authorities. Discussion ensued.

Resolution No. FA-125-2020

Moved by Board Member Kwall

Seconded by Board Member Mackenzie

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

**CARRIED**

## 12. CLOSED SESSION

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Member Steele left the proceedings immediately prior to the commencement of the closed session. Member Mackenzie departed at 12:00 p.m..

- a) Personal Matters about Identifiable Individuals - Verbal Update on Compliance and Enforcement

Resolution No. FA-126-2020

Moved by Board Member Metcalfe

Seconded by Board Member Rapley

**THAT** the meeting of the Board of Directors of the Niagara Peninsula Conservation Authority **CONVENE** in closed session at 11:40 a.m. in accordance with Section 11.1 of the NPCA Administrative By-law for the discussion on personal matters about identifiable individual(s), relating to compliance and enforcement matters.

**CARRIED**

Resolution No. FA-127-2020

Moved by Board Member Metcalfe

Seconded by Board Member Foster

**THAT** the meeting **RECONVENE** in open session at 12:25 p.m..

**CARRIED**

## 13. ADJOURNMENT

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Resolution No. FA-128-2020

Moved by Member Beattie

Seconded by Member Ingraio

**THAT** the Full Authority Meeting **BE ADJOURNED** at 12:26 p.m..

**CARRIED**

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Brenda Johnson  
Chair  
Niagara Peninsula Conservation Authority

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



October 1, 2020

The Honourable Jeff Yurek  
Minister of Environment, Conservation and Parks (MECP)  
777 Bay Street, 5th Floor  
Toronto, ON, M7A 2J3

The Honourable John Yakabuski  
Minister of Natural Resources and Forestry  
99 Wellesley Street West, 6<sup>th</sup> Floor  
Toronto, Ontario, M7A 1W3

Sent Via Email

**Re: Conservation Authorities Act (CAA) Review: Enforcement Provisions**

Dear Minister Yurek and Minister Yakabuski,

On behalf of our member conservation authorities, I am writing in follow-up to the September 28<sup>th</sup> Conservation Ontario (CO) Council meeting. Minister Yurek, thank you once again for providing some opening remarks and answering a couple of questions. It was very much appreciated.

We look forward to reviewing the outcomes of the stakeholder engagement sessions and the public survey further to which you are considering regulatory and legislative amendments. In follow-up discussion with our members at Council it was noted that these consultations included a focus on our Section 28 regulatory responsibilities; responsibility for which resides with Minister Yakabuski. It is our understanding that your ministries are working together to consider regulatory and legislative amendments. Therefore I am writing to let you both know that Council identified that a positive outcome of your review would be enactment of Part VII Enforcement and Offences clauses in the CAA.

To ensure compliance with the Section 28 regulations, conservation authorities (CAs) require the basic tools that are routinely provided to other agencies, including municipal by-law officers (e.g. stop work orders). In recent reports by both the Auditor General and the Special Advisor on Flooding, it has been recognized that the CAs lack basic tools to ensure compliance with the Act and regulation which are recognized as critical components of Ontario's approach to


reducing risks posed by flooding and other natural hazards and strengthening Ontario's resiliency to extreme weather events.

During the Pandemic, many CAs have experienced an increase in illegal activities on CA-owned lands and in CA regulated areas. In the case of some Section 28 infractions, extensive remediation costs and damages to neighbouring properties could have been avoided if tools such as enhanced powers of inspection and stop (work) orders were available to CA officers. Instead, CAs must rely on their municipal partners to assist with stop orders under municipal by-laws or the Building Code, when appropriate. This puts undue stress on municipalities to provide services to the CAs and results in duplication of effort. For egregious offences, a CA's only recourse is to proceed through the court system, resulting in significant legal costs to the CA and to the accused. These unnecessary costs to CA and municipal budgets, as well as to the taxpayers/property owners for damages that could have been avoided cannot continue.

When a Provincial response to the engagement sessions comes out, it would be very favourably received to see that it addresses the shortfall in our enforcement capabilities and includes enactment of Part VII Enforcement and Offences clauses in the *Conservation Authorities Act*.

Thank you for your consideration in support of our efforts to cost effectively deliver on the natural hazards mandatory program. We look forward to continuing to work together in this regard and as always CO staff are available at your convenience.

Sincerely,



Wayne Emmerson  
Chair, Conservation Ontario

c.c.

Graydon Smith, President, Association of Municipalities of Ontario  
CAOs, All Conservation Authorities



**Report To: Board of Directors**

**Subject: Water Quality Notification and Communication Approach**

**Report No: FA-50-20**

**Date: October 22, 2020**

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**Recommendation:**

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.

**Purpose:**

The purpose of this report is to provide the Board with an update on:

- a) legal opinion regarding NPCA's obligations with respect to public communication of Spills; and
- b) Communication of NPCA's annual Water Quality Monitoring Program Summary Report and the Watershed Report Card (every 5 years) to the community and sector-specific stakeholders.

**Background:**

At the May 21, 2020 NPCA Board meeting, Report No. FA-16-20 RE: 'Water Quality Monitoring Program Summary Report for the Year 2019' was received, and the recommendations therein adopted by Resolution FA-58-20. Further to the report, the Board approved Resolution FA-59-20 which stated 'that in conjunction with a legal opinion, staff be directed to investigate the NPCA's obligations for public health risk notification with respect to water quality issues and that staff establish a protocol for the distribution of the annual Water Quality Summary Report.

## **Discussion:**

The mandate of the NPCA Water Quality Monitoring Program is to assess the water quality of the NPCA's watershed with an objective of allowing the NPCA to identify potential sources/causes of poor stream health and target effective strategies to improve stream health within our watershed. This is accomplished through a network of 80 surface water quality stations and 13 groundwater stations that are monitored for general chemistry, nutrients, metals and bacteria. More information on NPCA's Water Quality Monitoring Program can be accessed online at <https://npca.ca/conservation#conservation-watershed>.

It is the NPCA's practice that when NPCA Water Quality Monitoring staff encounter an environmental spill or other water quality issue (such as a suspected algae bloom or high levels of nitrates in a groundwater well), the Ontario Ministry of Environment, Conservation, and Parks (MECP) is immediately notified via the Spills Action Centre's Hotline (1-800-268-6060). The applicable Public Health department and municipality are also apprised of the situation and informed that the MECP has been contacted.

The NPCA has solicited a legal opinion with respect to the NPCA's duties and obligations with respect to informing the public of an environmental spill or other water quality issue and staff have also consulted with other Conservation Authorities to determine how other Conservation Authorities inform their stakeholders of an Environmental Spill or water quality issues. Based on the responses, most Conservation Authorities do not have a formal notification process in place, however they do follow the same process as NPCA in that notifications are made to the MECP, the local municipality, and the local public health departments. No other Conservation Authority indicated that they notified the general public of an Environmental Spill.

From a legal standpoint, it is quite clear that the Ontario Ministry of the Environment, Conservation, and Parks is the agency responsible for dealing with environmental spills and deleterious water quality issues. It is also quite clear that the NPCA is obligated to inform the MECP of any spills or water quality issues that is discovered in order to allow the MECP to carry out their mandated regulatory responsibilities. The NPCA's current practice conforms with this legal obligation.

The legal opinion also concludes that there is no express statutory duty requiring that the NPCA notify the public of an Environmental Spill. The opinion notes that if the NPCA were to make a public announcement about a particular Environmental Spill, such announcement has the potential to encroach on the mandate and statutory prerogatives of the MECP.

## **Communication and application of NPCA's Annual Water Quality Results:**

The NPCA's role is to evaluate the quality of local watersheds and provide that information to the public and our partners. By doing this, the NPCA can measure environmental change, improve local knowledge, focus natural resource management actions where they are needed most, and motivate action in our watershed. The NPCA's water and land resources provide important ecological, economic, and societal benefits to its residents, and the organization continues to ensure its programs contribute to a healthier watershed.

The information obtained from the Water Quality Monitoring is utilized in a number of ways, for instance:

- a) Technical information is used to support decisions and projects (i.e. Restoration Works) across watersheds by both the NPCA and Municipal partners
- b) Applied to Watershed and Sub-watershed studies
- c) Watershed Report Cards are published as public awareness and education to target specific actions to address issues and improve conditions. These actions can result in better watershed health and provide benefits to water quality, fish and wildlife habitat, improved forest conditions and quality of life for residents.

Currently, this information is disseminated through circulation to the Clerks at the local municipalities (both lower and upper tier), e-mail distribution to Provincial Agencies (i.e. MECP), and through NPCA social media. While this method has worked in the past, it did not provide the next steps for individual municipalities.

Starting in 2021, the NPCA will also begin utilizing a full suite of communication resources and tools customized for a diverse range of stakeholders when issuing both our annual Water Quality Monitoring Summary and the Watershed Report Cards (issued every 5 years). This will entail wide distribution of the report to the local municipalities and other stakeholders followed up with information sessions, presentations and discussions with each municipality as well as special interest groups to issues, concerns and proposed best practices.

#### **Related Reports and Appendices:**

None.

#### **Authored by:**

*Original Signed by:*

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Darren MacKenzie, C.Tech., rcsi  
Director, Watershed Management

#### **Submitted by:**

*Original Signed by:*

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Chandra Sharma MCIP RPP  
Chief Administrative Officer/Secretary-Treasurer

**Report To: Board of Directors**

**Subject: Haldimand County Lake Erie Hazard Mapping Update**

**Report No: FA-51-20**

**Date: October 22, 2020**

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**Recommendation:**

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.

**Purpose:**

The purpose of this report is to seek approval from the Board to utilize updated Lake Erie Hazard Mapping for the portion of Haldimand County within the NPCA's jurisdiction in the administration of the NPCA's Regulations and in undertaking the review of applications pursuant to the Planning Act.

**Background:**

Haldimand County has approximately 87 kilometers of Lake Erie shoreline. Previous to this study, shoreline hazard mapping was undertaken by Haldimand County's member Conservation Authorities without a consolidated County-wide approach. This has resulted in different vintages of shoreline hazard mapping being used across the County. Both Long Point Region Conservation Authority and the Grand River Conservation Authority's previous shoreline mapping was completed in 1989 and 1994 respectively, while the Niagara Peninsula Conservation Authority's Lake Erie Shoreline Hazard Mapping was previously updated in 2010. The NPCA regulates approximately 9 kilometers of Lake Erie shoreline within Haldimand County.

This two-year study was undertaken by W.F. Baird and Associates Coastal Engineers, the same Coastal Engineering firm that completed the NPCA's Lake Ontario Shoreline Management Plan

(2009) and was made possible by funding provided through the National Disaster Mitigation Program.

## **Discussion:**

### *Scope of Work*

The Haldimand County Lake Erie Hazard Mapping and Risk Assessment focused on the Lake Erie Shoreline of Haldimand County that spans the jurisdictions of the Niagara Peninsula Region Conservation Authority (NPCA), Grand River Conservation Authority (GRCA), and the Long Point Region Conservation Authority (LPRCA) as shown in *Appendix 1 – Figure of Study Area*. This project was coordinated by GRCA staff with NPCA staff supporting this initiative as a member of the Project Team along with staff members from Long Point Region Conservation Authority, Haldimand County and the consulting engineering team.

The study drew on new sources of elevation data, updated flood levels and erosion rates, and was undertaken in conformance with current provincial technical guidelines. The scope of work included:

- Development of a digital terrain model and base mapping using new and existing land and lake bottom elevation data (2015-2018).
- Preparation of shoreline flood, erosion, and dynamic beach hazard mapping as per the Ministry of Natural Resources and Forestry's Technical Guide for the Great Lakes-St. Lawrence River System and Large Inland Lakes (2001).
- Updated statistical analysis of Lake Erie static and surge water levels using an updated data set.
- Updated annual average erosion rates using air photos from 2015/2017 and comparing them to historical air photos dating back 42-70 years.
- Public consultation with the public, stakeholders, and organizations.
- Updated Risk Assessment and the calculation of flood damages impacting buildings and roads resulting from the Lake Erie 100-year flood event. The estimated damages are greatest for Dunnville and Port Maitland. Within the NPCA watershed, the community of Lowbanks was relatively unaffected by the Lake Erie 100-year flood level. For Lowbanks, it is the wave uprush in addition to the 100-year flood level that results in flood impacts.

Due to the large size of the document, a full copy of the report and mapping is included at the following link:

<https://www.haldimandcounty.ca/lake-erie-shoreline-hazard-mapping-and-risk-assessment-study/>

An example of the map sheets produced as part of the project are shown in Appendix 2.

## Public Engagement

Public consultation included notification of project initiation in local newspapers in the watershed, on social media, and on municipal and conservation authority websites. Two Public Education Centres (PECs) were held at the Selkirk Community Centre to present results and collect information and feedback from the public. PEC No. 1 was held in September 2018 to introduce and describe the study, its methodology, and shore flood proofing and mitigation measures. PEC No. 2 was held in September 2019 to provide the public the opportunity to view draft final mapping and information.

The Public Education Centres were held in an open house format with questions from the public answered by the Project Team. Attendees were encouraged to provide input through conversation with the Project Team and on comment sheets. Draft information and mapping was displayed on laptops and printed for the public to review and take home.

Stakeholders and groups with a potential interest in the project were included in the project by the creation of a Community Liaison Group (CLG). Local stakeholders and groups including property owners, residents, cottage owner associates were directly invited to participate in the CLG by Haldimand County. The Project Team met with the CLG on three separate occasions to provide project updates, share information and review PEC material.

## Change in Hazard Limits

Within the NPCA's jurisdiction, the location of the Hazard Limits determined in the new Haldimand County Lake Erie Hazard Mapping and Risk Assessment generally conformed with those depicted in the 2010 Lake Erie Shoreline Management Plan. Details of each Hazard Limit are discussed below:

- Dynamic Beach – The location of Dynamic Beaches within the NPCA portion of the Lake Erie shoreline has not changed.
- Flood Hazard Limit
  - 100-year flood level – A statistical analysis of the Lake Erie static and surge levels was undertaken using an additional 30 years of water level data since the 100-year water level was last calculated by the Ministry of Natural Resources in 1989. The updated Lake Erie still-water level (static + surge) were determined to be within 1 cm of the previously calculated MNR level. As such, it was determined that the change was insignificant and for continuity the existing MNR 100-year flood level was recommended to be utilized.
  - Wave Uprush:
    - The previous 2010 Lake Erie Shoreline Management Plan concluded that it was appropriate to utilize the Provincial default value of 15m for the Wave Uprush Allowance along the entire 90km shoreline even though the Wave Uprush Allowance varied from location to location.
    - In the 2019 Haldimand County Lake Erie Hazard Mapping study, the wave uprush elevations and horizontal distances were calculated for every reach using updated high-resolution lake-bed mapping

(undertaken in 2018) obtained from the federal Department of Fisheries and Oceans.

The Wave Uprush Allowances for the 9.0km of Haldimand County shoreline within the NPCA were calculated to be between 17-33m and varied by reach. The most significant increase in the Wave Uprush Allowance was within the community of Lowbanks.

- Erosion Hazard:
  - Stable Slope Allowance
    - In the absence of a detailed geotechnical study, the previous 2010 Lake Erie Shoreline Management Plan concluded that it was appropriate to utilize the Provincial default horizontal Stable Slope Setback Allowance of 3 times the bluff height.
    - The 2019 Haldimand County Lake Erie Hazard Mapping study undertook a detailed geotechnical engineering analysis of the shoreline bluffs at 52 locations. The most significant change was on the west side of Mohawk Point, where the Stable Slope Allowance for the local glacial till bluffs was calculated to be approximately 2 times the bluff height.
  - Annual Average Shoreline Erosion Rate
    - The 2019 Haldimand County Lake Erie Hazard Mapping study calculated the annual average shoreline erosion rates using air photos from 2015/2017 and comparing them to historical air photos dating back 42-70 years. The resulting Annual Average Shoreline Erosions Rates generally conformed with those published in the 2010 Lake Erie Shoreline Management Plan.

### County and Conservation Authority Endorsement

On August 25, 2020, Haldimand County Council in Committee adopted '*Report PDD-26-2020 Haldimand County Lake Erie Hazard Mapping and Risk Assessment*' for use in future County projects and initiatives, including Official Plan Update, flood response planning and infrastructure assessments.

The Haldimand County Council meeting minutes can be found at the following link:

<https://pub-haldimandcounty.escribemeetings.com/FileStream.ashx?DocumentId=17814>

On August 28, 2020, Board Members of the Grand River Conservation Authority adopted '*Report GM-08-20-46 Completion of Lake Erie Shoreline Hazard Mapping for Haldimand County*' for use in planning matters and permit applications in the Grand River watershed.

The GRCA Board meeting minutes can be found at the following link:



[https://calendar.grandriver.ca/directors/Detail/2020-08-28-GRCA-General-Membership-Meeting/8.%20AUG%20-%20Post-Meeting%20Minutes%20-%20GRCA%20General%20Membership%20Meeting\\_Aug28\\_2020%20-%20English.pdf](https://calendar.grandriver.ca/directors/Detail/2020-08-28-GRCA-General-Membership-Meeting/8.%20AUG%20-%20Post-Meeting%20Minutes%20-%20GRCA%20General%20Membership%20Meeting_Aug28_2020%20-%20English.pdf)

On October 7, 2020, the Long Point Region Conservation Authority Board of Directors adopted the *'Haldimand County Lake Erie Hazard Mapping and Risk Assessment'* study for use in the administration of the LPRCA's regulations and in planning matters in the Long Point watershed.

The LPRCA Board Agenda can be found at the following link (however, the meeting minutes were not published at the time writing this report):

[https://www.lprca.on.ca/userfiles/files/LPRCA%20BofD%2010%2007%202020%20\(003\)\(1\).pdf](https://www.lprca.on.ca/userfiles/files/LPRCA%20BofD%2010%2007%202020%20(003)(1).pdf)

### Next Steps

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. The updated Haldimand County Lake Erie shoreline flood, erosion, and dynamic beach mapping is proposed to be utilized in order to provide the most up-to-date and accurate information available to protect lives and property by regulating development impacted by the Lake Erie natural hazards within Haldimand County.

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. The updated mapping is proposed to be used to support these documents and evaluate Planning Act applications within Haldimand County by using the most up-to-date and accurate information available.

### **Related Reports and Appendices:**

Appendix 1: Figure of Study Area

Appendix 2: Example of a Shoreline Hazards Map Sheet

### **Authored by:**

*Original Signed by:*

---

Steve Miller, P.Eng.  
Senior Manager, Water Resources



**Reviewed by:**

*Original Signed by:*

---

Darren MacKenzie, C.Tech., rcsi  
Director, Watershed Management

**Submitted by:**

*Original Signed by:*

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Chandra Sharma MCIP RPP  
Chief Administrative Officer/Secretary-Treasurer

## Appendix 1: Figure of Study Area

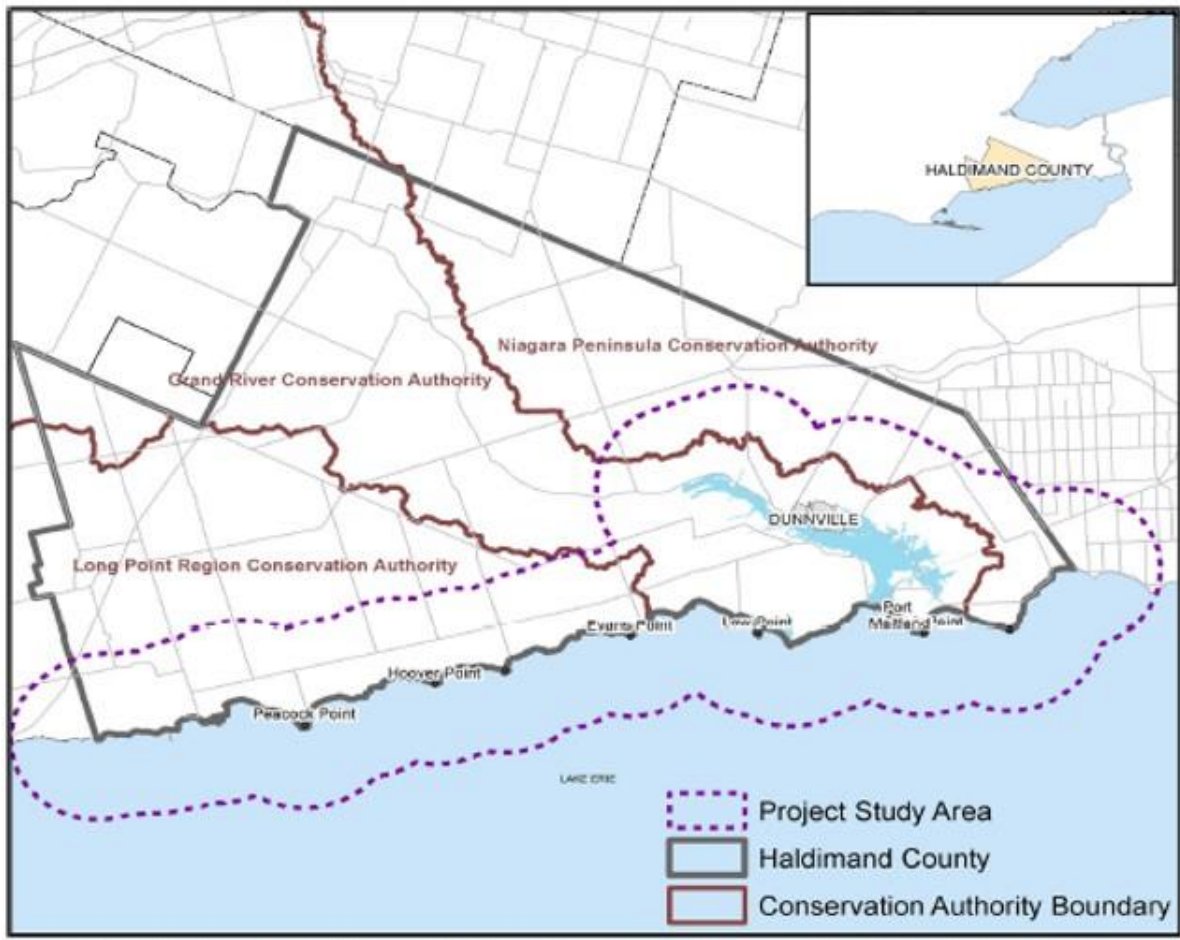


Figure 1.1: Map showing study area, Haldimand County, and Conservation Authority boundaries



# Haldimand County Lake Erie Shoreline Flood and Erosion Hazards





Haldimand County  
Cayuga Administration Building  
45 Munsee Street North  
Cayuga, N0A 1E0  
[www.haldimandcounty.on.ca](http://www.haldimandcounty.on.ca)



Long Point Region C.A.  
4 Elm St.  
Tillsonburg, N4G 0C4  
[www.lprca.on.ca](http://www.lprca.on.ca)



Grand River C.A.  
400 Clyde Road, PO Box 729  
Cambridge, N1R 5W6  
[www.grandriver.ca](http://www.grandriver.ca)



Niagara Peninsula C.A.  
250 Thorold Road West; 3rd Floor  
Welland, L3C 3W2  
[www.npca.ca](http://www.npca.ca)

## Legend

### Hazard Mapping

- Toe of Bluff
- Stable Slope Allowance
- Erosion Hazard Limit
- 100 Year Flood Level
- Flood Hazard Limit
- Dynamic Beach Hazard Limit

The 1:2,000 scale digital terrain model and orthoimagery have been used to produce and map the flooding, erosion and dynamic beach hazard limits. Local irregularities and physical shoreline conditions affecting the hazard limits may not have been apparent in the terrain model or orthoimagery. Where development is proposed, the location of the hazard limits should be reviewed with regard to the most recent and detailed site information available, with due consideration to the effect of adjacent shoreline conditions and associated hazards.

**100 Year Flood Level**  
The 100 Year Flood Level is defined as the peak instantaneous stillwater level (i.e., mean lake level plus storm surge) having a combined probability of being equalled or exceeded during any year of 1% (i.e., probability, P=0.01). The 100 Flood Level elevation varies across Haldimand County as follows:

Reaches	Description	Elevation CGVD2013 (m)
1 to 7	West County Limit to Nanticoke	175.9
8 to 28	Nanticoke to Hoover Point	176.0
29 to 62	Hoover Point to Low Point	176.1
63 to 76	Low Point to Mohawk Point	176.2
77 to 84	Mohawk Point to Lowbanks	176.3

**Flood Hazard Limit**  
The Flood Hazard Limit is defined as the 100 Year Flood Level plus an allowance for Wave Uprush. The allowance for Wave Uprush was determined on a reach basis using a representative profile for each reach.

**Toe of Bluff**  
The Toe of Bluff (cliff, bluff or bank) was defined by interpretation of the 2015 airphotos and topographic contours.

**Stable Slope Allowance**  
The Stable Slope Allowance is defined as a horizontal allowance, measured landward from the toe of the shoreline cliff, bluff, or bank. The Stable Slope allowance was determined on a reach basis using borehole data and a geotechnical analysis.

**Erosion Hazard Limit**  
The landward limit of the Erosion Hazard is the sum of the Stable Slope Allowance plus an Erosion Allowance measured landward from the toe of the shoreline cliff, bluff, or bank. The Erosion Allowance reflects the erosion that would be expected to occur over 100 years, and was assessed for each reach.

**Dynamic Beach Hazard Limit**  
The Dynamic Beach Hazard Limit is defined as the sum of the Flood Hazard Limit plus 30 metres (measured horizontally), or as determined by a site specific technical study by the Conservation Authority.

Every reasonable effort has been made to ensure the accuracy of this map. However, neither Haldimand County, LPRCA, GRCA, NPCA or Baird assume any liability arising from its use. This map is provided without warranty of any kind, either expressed or implied.

Scale 1:2,000

1 centimetre = 20 metres



Map Projection: Universal Transverse Mercator, Zone 17  
Horizontal Datum: North American Datum 1983  
Grid Spacing: 100 metres

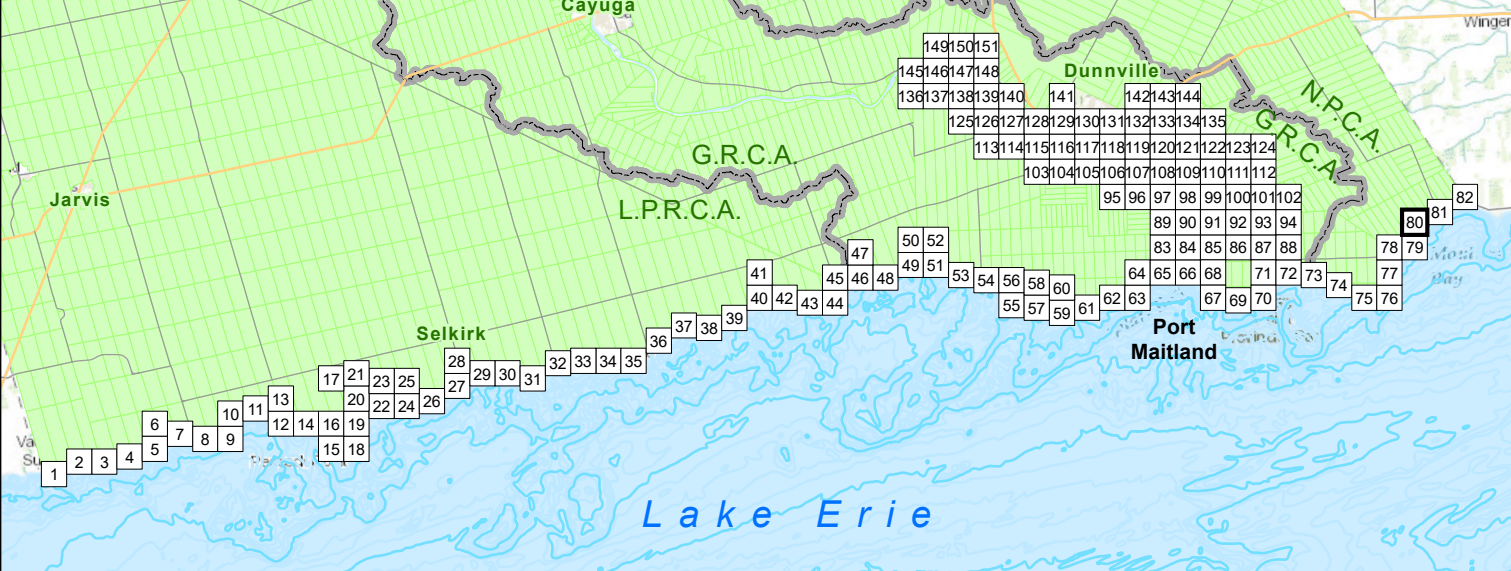
Mapping Prepared by:

**Baird.**

W.F. Baird & Associates  
Coastal Engineers, Ltd.  
Oakville & Ottawa, Ontario  
[www.baird.com](http://www.baird.com)

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**Report To: Board of Directors**

**Subject: Fee Schedule Amendment - Inclusion of Compliance Surcharge**

**Report No: FA-52-20**

**Date: October 22, 2020**

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**Recommendation:**

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.

**Purpose:**

The purpose of this report is to seek Board approval to amend the current Planning and Regulations Fee Schedule “B” to allow for the inclusion of a Compliance Surcharge and administration fee in relation to contraventions of Section 28 and the Conservation Authorities Act (CA Act) and Ontario Regulation 155/06.

**Background:**

NPCA Enforcement and Compliance staff have regulatory responsibilities under Section 28 of the CA Act and its associated Regulation – Ontario Regulation 155/06 (Regulation of Development, Interference with Wetlands and Alterations to Shorelines and Watercourses).

NPCA staff have been dealing with an increased amount of Section 28 related offences within our jurisdiction, and some of these have led to prosecution resulting in substantial legal costs to NPCA.

Prior to 2016, the NPCA had a compliance fee which was equivalent to twice the cost of the corresponding permit application fee for works contrary to Ontario Regulation 155/06 that could be brought into voluntary compliance. However, during the fee schedule update in 2016 and again in 2017, this compliance fee was removed from the Planning and Regulations Schedule “B” fees.

Many other Conservation Authorities have incorporated a surcharge of 100% the cost of an equivalent permit for compliance or violation matters into their fee schedules in addition to a general administrative fee. This assists in offsetting costs associated with compliance and enforcement functions of the Conservation Authority specifically in relation to files involving violations of Section 28 of the CA Act and Ontario Regulation 155/06.

Currently, all costs associated with compliance and enforcement activities are funded entirely through the NPCA general levy. For compliance matters which involve legal proceedings and a potential move through the Court system, costs may be recovered however this is not usually the case. It is also important to note that should a conviction be successful, any fines imposed by the Courts to a violator(s) do not come back to the NPCA, and legal costs may or may not be awarded.

## **Discussion:**

NPCA staff are proposing a new compliance surcharge fee and associated administration fee be added to the existing NPCA fee schedule for compliance matters and violations. This fee would be a 100% surcharge of cost of an equivalent permit. For example, the current fee for an accessory structure permit is \$305.00. The compliance surcharge fee for the unauthorized construction of an accessory structure in an area regulated by the NPCA would be \$710 + \$150 administration fee. This fee may be applied to either bring the works into compliance if they could be supported by NPCA policy, work with the landowner on voluntary restoration, or offset costs associated with legal proceedings.

A significant component of a successful compliance and enforcement program is also utilizing effective deterrent mechanisms before a compliance matter or violation occurs. Through its regulations team the NPCA undertakes public and landowner consultation, a visible presence in the watershed through site inspections and building and maintaining effective relationships with its compliance partners. These activities are proven methods of assisting to achieve overall compliance with legislation. However, a key component of effective compliance is also the deterrent of incurring a potential fine or cost associated with illegal activities or actions. Although regulations staff are involved in a number of activities for which levy funding is appropriate, those costs associated with a specific violation on a specific property, should be offset by the violator(s). Without a compliance surcharge and administration fee in the fee schedule, the NPCA through its general levy, is bearing all costs associated with compliance matters.

Section 28 CA Act and Ontario Regulation 155/06 do not set fines for infractions or allow for ticketing as with Section 29 of the Act. Compliance and enforcement actions involve identifying and confirming a violation, the issuance of a Notice of Violation and then either voluntary restoration on the part of the landowner, or legal proceedings through the Courts. Both of these avenues require a significant amount of staff time and resources be dedicated to their resolution. The NPCA currently does not have any mechanism to offset these costs or recover costs from a violator(s). The incorporation of a compliance surcharge and administrative fee into the existing NPCA fee schedule will assist in offsetting these incurred costs and provide an additional tool to the NPCA in working towards a resolution.

While addressing this funding gap is a critical first step in the right direction, a comprehensive review of enforcement related resource gaps is ongoing for optimum service delivery. Some of the recent changes and proposed activities include:

- Business unit restructuring to allow for a dedicated team focused on enforcement
- Provision of adequate vehicles and staffing in 2021 (pending approval).
- Comprehensive Planning and Permitting Fee review (2021)
- Ongoing staff training
- Cross-divisional coordination to effectively address both Section 28 and Section 29 regulatory and mandatory responsibilities under the CA Act.
- Updates, as needed to Enforcement and Compliance protocols, and standard operating procedures for NPCA enforcement officers,
- Updated tools and communication materials to reach out and inform residents and stakeholders about NPCA regulatory requirements

### **Financial Implications:**

The proposed Fee Schedule change will help offset a portion of the significant cost of enforcement of the NPCA's Regulation.

A variety of strategies will be deployed in future to diversify funding support for long term sustainability of this business unit.

### **Related Reports and Appendices:**

None

### **Authored by:**

*Original Signed by:*

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David Deluce, MCIP, RPP  
Senior Manager, Planning & Regulations

### **Reviewed by:**

*Original Signed by:*

---

Darren MacKenzie, C.Tech., rcsi  
Director, Watershed Management

### **Submitted by:**

*Original Signed by:*

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

**GOVERNANCE COMMITTEE  
ONLINE TELECONFERENCE  
MEETING MINUTES  
Thursday, October 1, 2020  
9:30 a.m.**

---

**MEMBERS PRESENT:** R. Foster, Chair  
R. Brady  
B. Clark  
J. Ingrao  
B. Johnson (departed 10:47 a.m.)  
K. Kawall  
B. Mackenzie  
E. Smith  
M. Woodhouse

**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  
G. Shaule, Administrative Assistant

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

## 1. APPROVAL OF AGENDA

---

Recommendation No. -26-2020

Moved by Member Brady

Seconded by Member Clark

**THAT** the agenda for the October 1, 2020 Governance Committee meeting **BE APPROVED** as presented.

**CARRIED**

## 2. DECLARATIONS OF CONFLICT OF INTEREST

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None declared.

## 3. APPROVAL OF THE MINUTES

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- a) Minutes of the NPCA Governance Committee meeting dated June 8, 2020

Recommendation No. -27-2020

Moved by Member Kawall

Seconded by Member Ingrao

**THAT** the minutes of the meeting of the NPCA Governance Committee dated June 8, 2020  
**BE ADOPTED.**

**CARRIED**

#### 4. CORRESPONDENCE

---

None.

#### 5. PRESENTATIONS

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None.

#### 6. DELEGATIONS

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None.

#### 7. Consent Items

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None.

#### 8. DISCUSSION ITEMS

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- a) Report No. GC-05-20 RE: Board Evaluation Process – Discussion ensued.

Recommendation No. GC-28-2020

Moved by Member Smith

Seconded by Member Kawall

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**.
3. **AND FURTHER THAT** Report No. GC-05-20 including Appendix 2 and Appendix 3 be **APPENDED** to the next Full Authority Board meeting.

**CARRIED**

- b) Report No. GC-06-20 RE: Updated Administrative By-Law – Members offered revisions and staff were requested once completed to circulate the final version to be presented to the Board.

Recommendation No. GC-29-2020

Moved by Member Ingrao

Seconded by Member Woodhouse

1. **THAT** Report No. GC-06-20 RE: Updated Administrative By-Law **BE RECEIVED**.
2. **THAT** the NPCA Administrative By-law dated December 19, 2020 **BE REPEALED** at the Full Authority Meeting of October 22, 2020.



3. **THAT** at the Full Authority Meeting of October 22, 2020, the Board **ADOPT** the Administrative By-Law attached as Appendix 1 to this report inclusive of revisions authorized under prior Board direction and with other clerical and administrative updates as appropriate.

**CARRIED**

- c) Report No. GC-08-20 RE: Code of Conduct Complaint Procedure – Members proposed a number of changes and staff were asked to circulate the revised version to the Committee Members prior to presentation to the Board.

Recommendation No. GC-30-2020

Moved by Member Brady

Seconded by Member Clark

1. **THAT** Report No. GC-08-20 RE: Code of Conduct Complaint Procedure **BE RECEIVED**.
2. **THAT** the Code of Conduct Complaint Procedure as outlined in Report GC-08-20 **BE APPROVED**.
3. **THAT** Report No. GC-08-20 Code of Conduct Complaint Procedure **BE APPENDED** to the next Full Authority Board meeting.
4. **AND THAT** staff **BE AUTHORIZED** to execute agreements, as appropriate, with partner municipalities to facilitate shared services of Integrity Commissioners.

**CARRIED**

## 9. NEW BUSINESS

---

- a) Verbal Discussion on a proposed November Governance Committee meeting – C.A.O Sharma outlined a number of outstanding items that remained to be addressed and asked for a November Committee meeting.

Recommendation No. GC-31-2020

Moved by Member Kawall

Seconded by Member Smith

**THAT** the Committee **APPROVES** the scheduling of an additional meeting for November 5, 2020.

**CARRIED**

- b) Member Smith proposed that the process for selection of a Chair and Vice Chair of the Board at the Annual General Meeting be reviewed and changed. It was determined that this matter would come forward for discussion at the next Committee meeting.

## 10. ADJOURNMENT

---

Recommendation No. GC-32-2020

Moved by Member Kawall

Seconded by Member Smith

**THAT** the meeting of the NPCA Governance Committee hereby **ADJOURNS** at 11:05 a.m..

**CARRIED**

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Robert Foster,  
Committee Chair

---

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

**Report To: Board of Directors**

**Subject: Code of Conduct Complaint Procedure**

**Report No: FA-53-20**

**Date: October 22, 2020**

---

**Recommendation:**

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.

**Purpose:**

The purpose of this report is to seek Board approval at the recommendation of the Governance Committee of a proposed Code of Conduct Complaint procedure that allows for transparency and accountability of Board Members and is also in alignment with that of the appointing municipalities.

**Background:**

On October 22, 2019 the Governance Committee directed staff to enter into discussions with appointing municipalities regarding the handling of Code of Conduct complaints regarding board members appointed from that municipality to the NPCA board. Additional information was presented to the Committee on December 13, 2019, and staff were subsequently directed to discuss shared Integrity Commissioner services with appointing municipalities.

Based on conversations with appointing municipalities, the desire of the NPCA Board for further transparency and accountability, while also acting in a fiscally responsible manner, a proposed code of conduct complaint procedure was developed for consideration of the Governance Committee provided as Appendix 1.

At its most recent meeting of October 1, 2020, the Governance Committee has recommended the following to the NPCA Board of Directors:

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. ***THAT*** Report No. FA-53-20 Code of Conduct Complaint Procedure be ***APPENDED*** to the next Full Authority Board meeting.
4. ***AND THAT*** staff ***BE AUTHORIZED*** to execute agreements, as appropriate, with partner municipalities to facilitate shared services of Integrity Commissioners.

### **Discussion:**

NPCA will be required to gain formal agreement from each municipality outlining the parameters of any relationships, (specifically those stated in point 3.3 of the Code of Conduct procedure). Sharing Integrity Commissioner services with appointing municipalities will provide consistency with municipality's procedures.

An agreement with an Integrity Commissioner service will also provide the NPCA with various other resources including:

- Acting as an advisor for the Board
- Education for Board Members and staff on legislation, protocols and office procedures with respect to ethics
- Providing advice to individual members regarding specific situations as they relate to Code of Conduct and/or Conflict of Interest questions
- Providing advice respecting the Code of Conduct governing the ethical behaviour of Board Members
- Providing an annual report to the Board with findings and recommendations for the preceding year
- Providing advice and investigations related to conflicts of interest

### **Financial Implications:**

In changing the NPCA Code of Conduct procedure to include formal investigations conducted by an Integrity Commissioner, the NPCA will incur costs associated with any formal investigation. Costs of an Integrity Commissioner would be relatively similar to costs of a lawyer and/or other workplace investigation firm.

### **Links to Policy/Strategic Plan:**

The Board has been clear in their desire to be transparent, accountable and to work with integrity and honesty. This practice will aid in meeting these objectives.

### **Related Reports and Appendices:**

Appendix 1: NPCA Board of Director's Code of Conduct Complaint Procedure

**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

### **NPCA Board of Director's Code of Conduct Complaint Procedure**

The Niagara Peninsula Conservation Authority expects all Board Members to abide by the NPCA Board Code of Conduct. When an individual suspects a Board Member has violated the Code of Conduct, the following procedure shall be followed:

Complainants are encouraged file a complaint immediately after an alleged incident or immediately upon becoming aware of an incident. All incidents should be reported within 60 days of the complainant becoming aware of it or as soon as reasonably possible.

Any Code of Conduct complaints shall be submitted in writing to the Appropriate Authority in accordance with the chart below.

<b>Respondent to the Complaint</b>	<b>Parties Responsible to Receive the Complaint (Appropriate Authority)</b>
Board Member	Chair of the Board Vice-Chair of the Board CAO
NPCA Chair of the Board	Vice-Chair of the Board CAO
NPCA Vice-Chair of the Board	Chair of the Board CAO

#### **1.0 Self-Declaration**

1.1 In the event a Board member believes they have violated the Code of Conduct, they shall advise the Appropriate Authority in writing of the violation immediately.

1.1.1 The Board member shall be given an opportunity to meet with Appropriate Authority as well as any other party deemed appropriate in an attempt to resolve the matter within 5 business days of receipt.

1.1.2 If the matter cannot be resolved, the item will be forwarded to the appropriate Integrity Commissioner for investigation (see Formal Investigation)

#### **2.0 Board Member Complaint from a Board Member**

2.1 Prior to the launch of a formal complaint, Board members are encouraged to bring suspected matters of violation to the attention of the member in question in an effort to resolve the issue within 24 to 48 hours.

2.1.1 Members are encouraged to document any behaviours, actions, witnesses and conversations should they be required.

2.2 If the issue has not been resolved amicably and the Board member wishes to make a formal complaint, they shall do so in confidentiality by completing the identified complaint form to be submitted to the Appropriate Authority within 5 business days.

2.3 All complaints must be dated and signed by an identifiable individual.

2.4 The complainant shall receive confirmation of receipt of the complaint within 5 business days.

2.5 In the event clarification is needed, the complainant shall be contacted to provide further required information.

2.5.1 The Appropriate Authority reserves the right terminate the complaint in the event it has been resolved, if it is a duplicate complaint (and/or merge it with an existing complaint), in the event it is deemed frivolous or vexatious or in the event it is not deemed to be a complaint. Complainants will be advised if a complaint has been terminated.

2.6 Informal Resolution: The Board member in question will be given an opportunity to address the issue and the Appropriate Authority will attempt to resolve the issue through informal means to the satisfaction of the concerned parties.

2.6.1 Informal means may include, but is not limited to clarification, joint discussions or mediation.

2.6.2 The Appropriate Authority has the ability to include any other party in discussions deemed appropriate towards aiding in resolution.

2.7 If the matter cannot be resolved, the item will be forwarded to the appropriate Integrity Commissioner for investigation (see Formal Investigation)

### **3.0 Formal Investigation**

3.1 In the event a complaint is not terminated and/or an informal resolution is not practical or successful, a formal investigation shall ensue, and the complaint will be forwarded to the appropriate Integrity Commissioner for investigation.

3.1.1 Complaints regarding Members appointed by the Regional Municipality of Niagara will be forwarded to the current Integrity Commissioner for the Regional Municipality of Niagara.

3.1.2 Complaints regarding Members appointed by the City of Hamilton will be forwarded to the current Integrity Commissioner for the City of Hamilton.

3.1.3 Complaints regarding Members appointed by Haldimand County will be forwarded to the current Integrity Commissioner for Haldimand County.

3.2 Upon receipt of a formal complaint, the Integrity Commissioner will enter into a "Consent and Confidentiality" Agreement with the complainant prior to beginning the investigation.

3.3 In the event the Integrity Commissioner determines that the behaviour identified in the complaint occurred while the member was acting in a role related to the appointing municipality versus as an NPCA board member, the Integrity Commissioner shall have the ability to transfer the complaint to the appropriate party and complete the investigation as dictated by the appropriate agreement.

3.4 The summary and results of the Integrity Commissioner's report will be provided to the Full Board in open session~~Appropriate Authority~~. Based on the report, should it be concluded that a Board member has breached the Code of Conduct, a letter will be forwarded to the representative's appointing municipal Council, by the Board Chair or in his/her absence, the Vice-Chair, advising of said breach. The decision for the Board member to continue representing their municipality and/or any other penalty will be determined by the appointing municipal Council.

3.4.1 At the conclusion of an investigation, if it is deemed in the best interest of the Authority that a board member be placed on leave, this shall be Appropriate Authority shall communicated in writing this confidentially to the Board member, and advise the Full Board of the leave, without further detail.

#### **4.0 Confidentiality**

- 4.1 All complaints will be treated as confidential and sensitive to the extent possible and as permitted by law.
- 4.2 All documentation related to a Board member Code of Conduct complaint will be kept confidentially by the CAO for a period of five (5) years following resolution or the conclusion of the investigation, unless required to be disclosed by law.
- 4.3 All Board members that are the subject of a complaint shall maintain their board member status until that time in which an appointing municipality determines any penalties or changes, if applicable.



**Report To: Board of Directors**

**Subject: Updated Administrative By-Law**

**Report No: FA-54-20**

**Date: October 22, 2020**

---

**Recommendation:**

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 hereto as Appendix 1 to Report FA-54-20 **BE READ** a first and second time and finally **ADOPTED** this 22<sup>nd</sup> day of October, 2020.

**Purpose:**

The purpose of this report is to seek Board adoption of the revised Administrative By-Law inclusive of previously approved updates, recommended revisions from the October 1, 2020 Governance Committee and with other editing amendments as necessary and appropriate.

**Background:**

The NPCA Administrative By-Law is based on the model by-law provided by Conservation Ontario which has been widely adopted by most other Conservation Authorities in the Province of Ontario. Throughout 2019 and 2020, the Governance Committee and Board of Directors proposed and authorized a series of changes to the NPCA Administrative By-Law.

At its most meeting of October 1, 2020, the Governance Committee has recommended the following to the NPCA Board of Directors:

1. **THAT** Report No. GC-06-2020 RE: Updated Administrative By-Law **BE RECEIVED**.
2. **THAT** the NPCA Administrative By-Law dated December 19, 2019 **BE REPEALED** at the Full Authority Meeting of October 22, 2020.
3. **THAT** at the Full Authority Meeting of October 22, 2020, the Board **ADOPT** the Administrative By-Law attached as Appendix 1 to this report inclusive of revisions

*authorized under prior Board direction and with other clerical and administrative updates as appropriate.*

## **Discussion:**

Although revisions to the Administrative By-Law were merged into the document up till the end of 2019, a number of additional approved changes remain yet to be formally incorporated, most notably:

- provisions for electronic meetings / meetings during declared emergencies;
- the addition of new Terms of Reference for the Board's committees;
- revised Conflict of Interest / Code of Conduct sections and associated complaint procedure; and
- a revised per diem section.

With changes to staff, the Board, and in the make-up of the Governance Committee itself throughout 2019 and 2020, there were some areas where revisions did not align well with previously approved amendments and directions. For example, the section of the by-law on delegations was revised a number of times throughout 2019 and 2020.

The draft by-law currently before the Board as attached to this report attempts to remove the ambiguity within certain provisions and updates other provisions to reflect the final Board direction along with prevailing changes in legislation, etc.. For example, the section on the 2018-2021 strategic plan was removed. Provisions with respect to Freedom of Information were moved from the "Meeting Procedures" section and added to the "Governance" section. Staff has also incorporated a section within the by-law to address financial requirements based on the Conservation Ontario template.

Additionally, the attached by-law includes a modification to the process for hearings under Section 28 of the *Conservation Authorities Act* as approved on September 28, 2020 by Conservation Ontario. (Due to the timing of the Governance Committee meeting on October 1, 2020, these changes, although minor, were not readily available for inclusion in the draft by-law presented to the Committee.) These revisions to the hearing procedures are now incorporated within Appendix 3 to the attached Administrative By-Law.

Finally, at its October 1, 2020 meeting, the Governance Committee further proposed changes to the Administrative By-Law in the form of clerical revisions, removal of reference to ad hoc committees and revisions to the Code of Conduct forming Appendix 1 of the Administrative By-Law. All recommended changes have been included in the Administrative By-law now before the Board for approval. (Proposed changes related to the Code of Conduct are also further discussed in Report No. FA-53-20 as included at the NPCA Board of Directors meeting of October 22, 2020. )

Rather than encumbering the existing December 2019 version of the Administrative By-Law with further amendments, staff have deemed it advantageous to repeal said by-law in its entirety and replace it with the updated version attached as Appendix 1 to this report. All changes to the Administrative By-Law now before Board the have been highlighted for reference.

The Administrative By-Law would benefit from a subsequent review at a future date once Bill 108 regulations have been proclaimed by the Province. Although timing of these regulations, along with required conformity period is unclear at this juncture, it is important to move ahead by formally adopting the revised by-law with the incorporated changes as directed for the remainder of this term of the Board of Directors.

## **Financial Implications:**

There are no financial implications to the adoption of the revised Administrative By-Law.

## **Links to Policy/Strategic Plan:**

Not applicable.

## **Related Reports and Appendices:**

Appendix 1 to Report No. FA-54-20 RE: Updated Administrative By-Law (as attached)

### Other Related Reports and Documents (not attached)

1. NPCA Administrative By-Law (December 19, 2019)
2. Report No. GC-06-20 RE: Updated Administrative By-Law
3. Report No. GC-02-20 RE: Governance Committee Terms of Reference and 2020 Work Plan
4. Report No. A&BC-06-20 RE: Audit and Budget Committee Terms of Reference and 2020 Work Plan
5. Report No. FA-21-20 RE: Administrative By-law Amendments and Adoption of Emergency Provisions for Electronic Meetings and Teleconferencing
6. Report No. GC-04-20 RE: Per Diem and Honourarium Update
7. Resolution No. FA-87-20
8. Report No. FA-34-20 RE: Public Advisory Committee Terms of Reference and 2020-2021 Work Plan
9. Report No. SPC-01-20 RE: Strategic Planning Committee Terms of Reference and Work Plan
10. Excerpt of an email from K. Jull, Gardiner Roberts, LLP dated February 19, 2020 RE: 6 Legal Principles for Board Consideration in Public Comment on Matters with Legal Implications

## **Authored by:**

*Original Signed by:*

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Grant Bivol,  
Executive Co-ordinator to the C.A.O. / Board

## **Submitted by:**

*Original Signed by:*

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



# **Niagara Peninsula Conservation Authority**

## **Administrative By-law**

# **Niagara Peninsula Conservation Authority Administrative By-Law**

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## **Table of Contents**

## I. Background

### 1. Amendments to the Conservation Authorities Act

The *Conservation Authorities Act*, as amended by the *Building Better Communities and Conserving Watersheds Act, 2017*, and Bill 108, *More Homes, More Choice Act, 2019* provides direction for conservation authorities to make such by-laws as are required for its proper administration. These bylaws replaced administrative regulations created under the repealed Section 30 of the *Conservation Authorities Act*.

Section 19.1 of the *Building Better Communities and Conserving Watersheds Act, 2017* sets out the requirements for by-laws as follows:

#### **By-laws**

**19.1** (1) An authority may make by-laws,

- (a) respecting the meetings to be held by the authority, including providing for the calling of the meetings and the procedures to be followed at meetings, specifying which meetings, if any, may be closed to the public;
- (b) prescribing the powers and duties of the secretary-treasurer;
- (c) designating and empowering officers to sign contracts, agreements and other documents on behalf of the authority;
- (d) delegating all or any of its powers to the executive committee except,
  - (i) the termination of the services of the secretary-treasurer,
  - (ii) the power to raise money, and
  - (iii) the power to enter into contracts or agreements other than those contracts or agreements as are necessarily incidental to the works approved by the authority;
- (e) providing for the composition of its executive committee and for the establishment of other committees that it considers advisable and respecting any other matters relating to its governance;
- (f) respecting the roles and responsibilities of the members of the authority and of its officers and senior staff;
- (g) requiring accountability and transparency in the administration of the authority including,
  - (i) providing for the retention of records specified in the by-laws and for making the records available to the public,
  - (ii) establishing a code of conduct for the members of the authority, and
  - (iii) adopting conflict of interest guidelines for the members of the authority;
- (h) respecting the management of the authority's financial affairs, including auditing and reporting on the authority's finances;
- (i) respecting the by-law review required under subsection (3) and providing for the frequency of the reviews; and
- (j) respecting such other matters as may be prescribed by regulation.

**Conflict with other laws**

(2) If a by-law made by an authority conflicts with any provision of the *Municipal Conflict of Interest Act* or the *Municipal Freedom of Information and Protection of Privacy Act* or a provision of a regulation made under one of those Acts, the provision of the Act or regulation prevails.

**Periodic review of by-laws**

(3) At such regular intervals as may be determined by by-law, an authority shall undertake a review of all of its by-laws to ensure, amongst other things, that the by-laws are in compliance with any Act referred to in subsection (2) or any other relevant law.

**By-laws available to public**

(4) An authority shall make its by-laws available to the public in the manner it considers appropriate.

**Transition**

(5) An authority shall make such by-laws under this section as are required for its proper administration,

- (a) in the case of an authority that was established on or before the day section 16 of Schedule 4 to the *Building Better Communities and Conserving Watersheds Act, 2017* comes into force, within one year of that day; and
- (b) in the case of an authority that is established after the day section 16 of Schedule 4 to the *Building Better Communities and Conserving Watersheds Act, 2017* comes into force, within one year of the day the authority is established.

**Same**

(6) Despite the repeal of section 30 by section 28 of Schedule 4 to the *Building Better Communities and Conserving Watersheds Act, 2017*, a regulation that was made by an authority under that section continues in force after the repeal until the earlier of,

- (a) the day that is one year after the day section 16 of Schedule 4 to the *Building Better Communities and Conserving Watersheds Act, 2017* comes into force; and
- (b) the day the regulation is revoked by the authority.

**Direction by Minister**

(7) The Minister may give an authority a written direction to make or amend a by-law on any matter described in subsection (1), in accordance with the direction, within such period of time as may be specified in the direction.

**Compliance**

(8) The authority that receives a direction under subsection (7) shall comply with the direction within the time specified in the direction.

**Regulation where failure to comply**

(9) If an authority fails to adopt a by-law in accordance with the direction made under subsection (7), the Minister may make regulations in relation to the matters set out in the direction that are applicable in the area of jurisdiction of the authority.

**Same**

(10) Any regulation made by the Minister under subsection (9) prevails over any conflicting by-law that the authority may have adopted.

## II. NPCA Administrative By-Law

### Introduction

A Conservation Authority is a non-share corporation, established under Section 3 of the *Conservation Authorities Act*, with the objects to provide, in the area over which it has jurisdiction, programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, coal and minerals.

Under the Act, municipalities within a common watershed are enabled to petition the province to establish a conservation authority. The purpose of the Act is to provide for the organization and delivery of programs and services that further the conservation, restoration, development and management of natural resources in watersheds in Ontario. The Authority is comprised of its Members, appointed as representatives by the participating municipalities (The Regional Municipality of Niagara, The City of Hamilton, The Corporation of Haldimand County).

### NPCA Mandate

As prescribed by the *Conservation Authorities Act*, Section 20 outlines the objects of the Authority:

To establish and undertake programs and services, on a watershed basis, to further the conservation, restoration, development, and management of natural resources; and

Bill 108 prescribes Provincial Regulations to list specific programs and services that are considered core mandate by the province. Further, Schedule 2 of Bill 108:

Imposes on every member of an authority to act honestly and in good faith with a view to furthering the objects of the authority.



## A. Definitions

**“Act”** means the *Conservation Authorities Act*, R.S.O. 1990, chapter C.27

**“Authority”** means the Niagara Peninsula Conservation Authority

**“Board Members”** means the appointed members to the Authority by the participating municipalities (Niagara Region, City of Hamilton, Haldimand County) within the watershed.

**“Call of the Chair”** shall mean the Chairperson of the Niagara Peninsula Conservation Authority will make the decision to have a meeting and will inform the Chief Administrative Officer/Secretary-Treasurer or designate and that person will ensure action if it is necessary.

**“Chair”** shall mean the Chairperson as elected by the Board Members of the Niagara Peninsula Conservation Authority.

**“CAO/Secretary Treasurer”** means the Chief Administrative Officer of the Authority which includes the responsibilities of the Secretary Treasurer.

**“Ex-Officio”** means that, by virtue of their office, the Chair and Vice Chair may participate in all Committees and may participate in the discussion, but cannot account for quorum, move or second a motion or partake in the decision or vote.

**“Fiscal Year”** means the period from January 1 through December 31.

**“Inaugural Meeting”** shall be an annual meeting to complete past year's business; for annual elections and appointments; and to start current year's business.

**“Majority”** means half of the votes plus one.

**“Officer”** means a member of the Authority and the CAO/Secretary-Treasurer.

**“NPCA”** means the “Authority” or the “Niagara Peninsula Conservation Authority”.

**“Per Diem”** is the daily rate established by the board that applies to the Chair, Vice-Chair and Board Members for service to the Authority in attendance at Authority Board meetings and Standing Committee meetings as previously approved by the board.

**“Private Interest”** includes the financial or material interests of a member and the financial or material interests of a member of the member's immediate family.

**“Staff”** shall mean staff members employed at the Niagara Peninsula Conservation Authority.

**“Vice-Chair”** shall mean the Vice-Chairperson as elected by the Board Members of the Niagara Peninsula Conservation Authority.

## B. Governance

### 1. Board Members

- 1.1** Membership of the Niagara Peninsula Conservation Authority includes three (3) participating municipalities: The Regional Municipality of Niagara, The City of Hamilton and The Corporation of Haldimand County.
- 1.2** The Niagara Peninsula Conservation Authority Board of Directors is comprised of members appointed by the participating municipalities in accordance with Section 14 and Section 2 (2) of the Act.
- 1.3** The following represent the number of representatives that the participating municipalities appoint:
- Region of Niagara      - Fifteen (15) members
- City of Hamilton      – Four (4) members
- Haldimand County      – Two (2) members
- 1.4** A Board Member shall be appointed for a term of up to four years, after each municipal election as may be determined by the participating municipalities (Niagara Region, City of Hamilton, Haldimand County) that appoint the members. A member may be replaced by the participating municipality (Niagara Region, City of Hamilton, Haldimand County) that appointed the member during the four-year term. According to the Act, a member's term begins at the first meeting of the authority after his or her appointment and expires immediately before the first meeting of the authority after the appointment of his or her replacement.
- 1.5** The Board Members shall approve all governance policies of the Niagara Peninsula Conservation Authority including strategic and business plans, approve the budget, approve the annual audit, give direction on priority of programs and projects and approve other matters as required by the Conservation Authorities Act and Regulations (see Section 2.2 below for further details).

### 2. Mandatory Responsibilities of Board Members

#### 2.1 Bound by Conservation Authorities Act

The Niagara Peninsula Conservation Board is bound by the *Conservation Authorities Act*, where:

Section 20 of the *Conservation Authorities Act* defines the mandate of a Conservation Authority as follows:

“The objects of an authority are to provide, in an area over which it has jurisdiction, programs and services designed to further the conservation, restoration

development and management of natural resources other than gas, oil, coal and minerals.”

Section 21(1) of the *Conservation Authorities Act*, as amended by Bill 108 outlines programs and services to accomplish its objects, as follows: (**Note:** “On a day to be named by proclamation of the Lieutenant Governor, Section 21 (1) of the Act will be repealed).

(a) to study and investigate the watershed and to determine programs and services whereby the natural resources of the watershed may be conserved, restored, developed and managed;

(b) for any purpose necessary to any project under consideration or undertaken by the authority, to enter into and upon any land and survey and take levels of it and make such borings or sink such trial pits as the authority considers necessary;

(c) to acquire by purchase, lease or otherwise and to expropriate any land that it may require, and, subject to subsection (2), to sell, lease or otherwise dispose of land so acquired;

(d) despite subsection (2), to lease for a term of five years or less land acquired by the authority;

(e) to purchase or acquire any personal property that it may require and sell or otherwise deal therewith;

(f) to enter into agreements for the purchase of materials, employment of labour and other purposes as may be necessary for the due carrying out of any project or to further the authority's objects;

(g) to enter into agreements with owners of private lands to facilitate the due carrying out of any project;

(h) to determine the proportion of the total benefit afforded to all the participating municipalities that is afforded to each of them;

(i) to erect works and structures and create reservoirs by the construction of dams or otherwise;

(j) to control the flow of surface waters in order to prevent floods or pollution or to reduce the adverse effects thereof;

(k) to alter the course of any river, canal, brook, stream or watercourse, and divert or alter, as well temporarily as permanently, the course of any river, stream, road, street or way, or raise or sink its level in order to carry it over or under, on the level of or by the side of any work built or to be built by the authority, and to divert or alter the position of any water-pipe, gas-pipe, sewer, drain or any telegraph, telephone or electric wire or pole;

(l) to use lands that are owned or controlled by the authority for purposes, not inconsistent with its objects, as it considers proper;

(m) to use lands owned or controlled by the authority for park or other recreational purposes, and to erect, or permit to be erected, buildings, booths and facilities for such purposes and to make charges for admission thereto and the use thereof;

(m.1) to charge fees for services approved by the Minister;

**(Note:** *On a day to be named by proclamation of the Lieutenant Governor, clause 21 (1) (m.1) of the Act is repealed. (See: 2017, c. 23, Sched. 4, s. 19 (3))*

(n) to collaborate and enter into agreements with ministries and agencies of government, municipal councils and local boards and other organizations and individuals;

(o) to plant and produce trees on Crown lands with the consent of the Minister, and on other lands with the consent of the owner, for any purpose;

(p) to cause research to be done;

(q) generally to do all such acts as are necessary for the due carrying out of any project or as may be desirable to further the objects of the authority.

## 2.2 Functions of the Board

In addition to the procedures in this policy and subject to the *Conservation Authorities Act*, the Authority shall:

- Approve the auditor's statement for the preceding year – if the statement is not approved, the amended statement shall be reintroduced for approval at the next appropriate meeting;
- Pass a borrowing resolution for a specified amount for the purposes of the Authority and authorizing the appointed signing officers to sign notes as required to implement this borrowing;
- Approve a budget for the Authority for the ensuing year;
- Approve the levies to be paid by Municipalities;
- Supervise the activities of any Standing/Ad Hoc Committees and accept or reject any of their recommendations;
- Receive delegations on behalf of the Authority;
- Consider requests for grants from groups outside the Authority;
- Decide and recommend policies not covered in these resolutions;
- Update as required policies of the Authority.

All Board Members are public officials and thus have the responsibility to be guided by and adhere to the rules of conduct (Refer to Appendix 1 - Code of Conduct), explicit and implied, for all such holders of public office in the Province of Ontario. In addition, all Board Members must adhere to all applicable acts of incorporation. In the case of the Niagara Peninsula Conservation Authority, Board Members must adhere to the following:

- The *Municipal Conflict of Interest Act*;
- The *Municipal Freedom of Information and Protection of Privacy Act*;
- Ontario Regulation 139/06 Municipal Levies;
- Ontario Regulation 670/00 Conservation Authority Levies;
- Ontario Regulation 155/06 Regulation of Development, Interference with Wetlands and Alterations to Shorelines and Watercourses;
- Ontario Regulation 123 Conservation Areas – Niagara Peninsula Conservation Authority.

### **2.3 Ensuring Fiscal Stability of Niagara Peninsula Conservation Authority**

The Board Members must ensure the financial stability of the Niagara Peninsula Conservation Authority. While the CAO/Secretary-Treasurer provides day-to-day leadership in fiscal affairs, the Board bears the ultimate responsibility for financial soundness. This includes approving an annual budget, receiving and approving reports on financial performance of the Niagara Peninsula Conservation Authority, ensuring policies are in place for financial soundness and approving the annual audit.

### **2.4 Relationship between Board Members and CAO/Secretary-Treasurer**

The Board relies on the CAO / Secretary-Treasurer to inspire, lead and manage the Niagara Peninsula Conservation Authority. The Board will forge a strong partnership with the CAO / Secretary-Treasurer, working cooperatively to achieve the mandate, mission and vision of the Niagara Peninsula Conservation Authority. The Board regularly evaluates, at least annually, 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.

### **2.5 Relationship between Board Members and NPCA Staff**

The Board Members must act as a team and represent the interests of the entire watershed. A strong partnership must be forged between the Board and the CAO / Secretary-Treasurer. The Board allows the CAO / Secretary-Treasurer to manage the organization and its staff. The following parameters are to be followed throughout the organization and by the public at large:

- If a Board Member has questions on a project or report, such questions **shall** be referred through the CAO / Secretary-Treasurer for him/her to invite the appropriate Department head to explain the project and answer questions.
- If a Board Member would like to volunteer to assist in a project, such actions **shall** be taken **for review and consultation with the CAO / Secretary-Treasurer and decided upon by the C.A.O. / Secretary-Treasurer.**

- If a Board Member receives a complaint about a staff person or would like to acknowledge a staff person, such information **shall** go through the CAO / Secretary-Treasurer.
- If a Board Member receives a complaint from a staff person, the Board Member **shall** advise the staff person to follow the appropriate procedure as outlined in the personnel policy.

With respect to staffing issues, the following outlines the responsibilities of the Board Members and the CAO / Secretary-Treasurer:

The Board is solely responsible for the following:

- Recruiting the CAO / Secretary-Treasurer;
- Hiring the CAO / Secretary-Treasurer; and
- Dismissing the CAO / Secretary-Treasurer.

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

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

The Board and the CAO / Secretary-Treasurer share the following responsibilities in that the recommendation will come from the CAO / Secretary-Treasurer and the approval will come from the Board:

- Setting key commitments and deliverables for the CAO / Secretary-Treasurer;
- Setting human resource and personnel policies which will have a dollar impact upon the budget; and
- Setting staff salary schedules and plans as part of the annual budget review process.

The CAO / Secretary-Treasurer is solely responsible for the following:

- Assessing staffing requirements;
- Recruiting, hiring and dismissing staff (recruiting and dismissing senior staff should be done in consultation with the Board of Directors);
- Providing staff direction;
- Approving staff evaluations;
- Implementing salary schedule and salary plan as approved by the Board of Directors;
- Designing the organizational structure; and
- Recommending human resource and personnel policies, to the Board of Directors for approval.

### 3. Duties of Officers

#### 3.1 Chair of the Board

- Oversees Board meetings and ensures the Administrative By-Law is adhered to;
- Serves as ex-officio, non-voting member of all committees;
- Works in partnership with the CAO / Secretary-Treasurer to ensure Board resolutions are carried out;
- Assists CAO / Secretary-Treasurer in preparing agendas for Board meetings where required;
- Calls special meetings if necessary;
- Periodically consults with Board Members on their roles;
- Acts as a public spokesperson for the Niagara Peninsula Conservation Authority to facilitate the mandate, mission and vision of the organization;
- Represents the Niagara Peninsula Conservation Authority at such functions as warrant the interest of the Authority except where this responsibility is specifically assigned to some other person;
- Inspires other Board Members with his or her own commitment of support, time and enthusiasm;
- Represents the Niagara Peninsula Conservation Authority at Conservation Ontario Council meetings;
- Serves as signing officer for the Niagara Peninsula Conservation Authority;
- Performs other duties when directed to do so by resolution of the Niagara Peninsula Conservation Authority;
- Keeps the Board Members apprised of significant issues in a timely fashion;
- Serves as a Member the Public Advisory Committee and/ or appoints a Board Member to represent him / her on their behalf.
- Serves as an Authority appointee to the Niagara Peninsula Conservation Foundation and/or appoints a Board Member to represent him or her on their behalf.

#### 3.2 Vice-Chair of the Board

- Attends all Board meetings;
- Carries out special assignments as requested by the Chair of the Board;
- Understands the responsibilities of the Board Chair and acts as Chair immediately upon the death, incapacity to act, absence or resignation of the Chair until such time as a new Chair is appointed or until the Chair resumes his/her duties;

- Serves as an alternate signing officer for the Niagara Peninsula Conservation Authority;
- Keeps the Board Members apprised of significant issues in a timely fashion;
- Serves as alternate to Chair at Conservation Ontario Council Meetings.

### 3.3 CAO / Secretary-Treasurer

- Attends all Board meetings;
- Acts as Secretary-Treasurer of the Board in accordance with the Conservation Authorities Act;
- Serves as a signing officer for the Niagara Peninsula Conservation Authority;
- Keeps the Chair and Vice-Chair apprised of significant issues in a timely fashion;
- Develops, for Board approval, and implements both short and long-term strategic plans in accordance with business goals and objectives;
- Tends to the day-to-day requirements, details and management of the Niagara Peninsula Conservation Authority;
- Manages staff and programs of the Niagara Peninsula Conservation Authority;
- Makes certain that appropriate actions are taken in a timely fashion;
- Works in close collaboration with the Chair and Vice-Chair;
- Implements all Board resolutions in a timely fashion;
- Ensures Board policies and strategic plan are adhered to;
- Manages the financial activities of the Niagara Peninsula Conservation Authority;
- Makes recommendations to the Board regarding suggested policy changes;
- Acts as public spokesperson for Niagara Peninsula Conservation Authority;
- Represents the Niagara Peninsula Conservation Authority at Conservation Ontario, Board, Committees and Task Force meetings;
- Negotiates and enters into contracts, as approved by the Board, with external agencies/partners to carry out the goals of the organization in accordance with approved Policy;



- Develops and maintains effective relationships and ensures good communications with watershed municipalities, federal and provincial government ministries/agencies, other Conservation Authorities, Conservation Ontario and community groups and associations;
- Serves as an Authority representative on the Niagara Peninsula Conservation Foundation.
- Develops an education / orientation program designed to inform Board Members of their roles and responsibilities with respect to the Code of Conduct. The CAO will ensure Board Members are made fully aware of the roles and responsibilities with respect to various applicable legislation and regulations as well as that contained in the Code of Conduct (Appendix 1) through an education/orientation program. Each Board Member is required to sign an Acknowledgement Form as part of their orientation program.

#### 4. Committees:

##### 4.1 Current Standing Committees are:

- Finance Committee
- Governance Committee
- Public Advisory Committee.

4.2 The Authority may strike a standing or ad hoc committee to investigate and make recommendations on matters of interest to the Authority.

4.3 Any standing committee of the Authority will be recognized as a functioning committee until the Authority replaces or dissolves that committee or until December 31 of the year in which the committee is formed.

4.4 The Authority will strike standing committees at the first business meeting of the year or at other times as may be desired.

4.5 Notwithstanding a NPCA Advisory Committee Terms of Reference, any standing committee of the Authority will be comprised at a minimum of three members, plus the Chair and the Vice-Chair of the Authority who serve as ex-officio, non-voting members. All members of the Board may attend Standing Committee meetings and comment and participate, however, only committee members may vote at committee.

4.6 Each standing and ad hoc committee will have a Terms of Reference established by the Authority and affixed within Appendix 5 of the Administrative By-law to form a part of said by-law. The Terms of Reference will serve as a consistent guide to committee members and provide a continuity of understanding by the Authority as to the specific purpose for the standing committee. The Terms of Reference may be altered by the Authority where the scope of a standing committee's mandate is either altered or changed.

4.7 When a new standing committee is proposed, either the Authority Board Member

proposing the new standing committee will present Terms of Reference for Authority approval, or the Authority will cause such Terms of Reference to be prepared. In either case, a new standing committee shall not be struck until the Authority approves Terms of Reference for the standing committee.

- 4.8** Authority standing committees will be comprised of Authority Board Members save and except the Public Advisory Committee which shall also include members of the public appointed in accordance with the Terms of Reference for said committee. Other than the Source Water Protection Committee, the Board Members may invite people to participate as a committee member and/or attend committee meetings as a resource.
- 4.9** Only committee members are entitled to vote on matters coming before the committee.
- 4.10** Standing and ad hoc Committees make recommendations only to the Board, where in turn, recommendations are considered for approval.
- 4.11** Where any member of the Authority or Committee is acting in the place of the Chair or the Committee Chair, as the case may be, such member shall have and may exercise all the rights and powers of the Chair or the Committee Chair of the Standing Committee as the case may be, while so acting.

## **5. Honourariums, Per Diems, Expenses and Mileage**

- 5.1** The per diem rate is the daily rate established by the Board that applies to the Chair, Vice-Chair and Board Members for service to the Authority in attendance at Authority Board Meetings, Standing Committee meetings, Source Protection Authority meetings or other such meetings as previously approved by the Board or Chair. A per diem rate shall be applied no more than once per day.
  - 5.2** The honourarium is the annual rate established by the board that applies to the Chair and Vice-Chair for additional duties performed as they relate to the business of the Authority.
  - 5.3** The Authority shall review the per diem rates and honourariums for Members and Chair/Vice-Chair as part of the Administrative By-law updates.
    - 5.3.1** A per diem allowance shall be applicable for:
      - a) Attendance as a member at Full Authority Board meetings, Source Protection Authority meetings, Standing Committee meetings and Ad Hoc Committee meetings as established by the Full Authority Board
      - b) Attendance at other such business functions as may be from time to time requested at the direction of the Chair and/or CAO / Secretary - Treasurer.
- Examples may include:
- i. Attendance at meetings of municipal councils to present the Authority's Annual Budget and General Levy requirement, if the Member does not sit on that

council and when such council presentations are scheduled through the Chair's office or at the request of the Full Authority Board;

- ii. Attendance at meetings of working groups or committees when appointed by the Full Authority Board to such group or committee as an "official representative" of the Authority;
- iii. Attendance at workshops, conferences or tours hosted by the Authority or Conservation Ontario, if participation is open to all Members and registration is made through the Chair's office;
- iv. Any other business approved as eligible for a per diem allowance by the Chair and CAO.

**5.3.2** An honourarium shall be applicable for:

- a) Administrative tasks as they relate to business of the Authority such as signing documents, reviewing agendas, preparing correspondence etc.
- b) Acting in the capacity of the Authority spokesperson for board-related matters.

**5.4** The Authority will reimburse Board Members' travel expenses incurred for the purpose of attending meetings and/or functions for which a per diem applies on behalf of the Authority. Mileages are based on the Board Member's principal residential address in the municipality they represent, and the rate shall be in accordance with the established rate for the Authority.

**5.5** The Authority will reimburse members for actual costs of meals, lodging, transportation and conference fees when costs are necessarily incurred in the conduct of Authority business as applicable under s. 5.3 in accordance with established rates.

**5.6** The Chair, Vice-Chair and Board Members will be responsible for filing claims with the Executive Coordinator to the Board of any expenses, per diems and mileage incurred for other than Full Authority Board Meetings, Source Protection Authority Meetings, or Committee meetings on a quarterly basis or at the request of the Authority.

**5.7** All Board Member per diem and expense claims will be reviewed for compliance with the Administrative by-law by the CAO and Chair and any per diem denials will be brought to the Governance Committee for review.

**5.8** Board of Directors per diems, expenses and mileage shall be reported quarterly and posted.

## **6. Records Retention**

Such records shall be retained and protected in accordance with all applicable laws and the Records Retention Policy of the Authority as approved by the Board of Directors from time-to-time.

## **7. Freedom of Information**

- 7.1** The Authority members shall be governed, at all times, by the provisions of the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).
- 7.2** In the instance where a member vacates their position on the Authority Board they will continue to be bound by MFIPPA requirements.
- 7.3** Access by Design policies will promote the view that government-held information retained by the NPCA should be routinely made available to the public, and that any exceptions should be limited, specific and in accordance with any permissible exemptions as outlined in MFIPPA when necessary.
- 7.4** The Board of Directors will adopt and support key principles and policies providing Access by Design and Privacy by Design. Privacy by Design polices will provide the maximum degree of privacy by ensuring that personal data is automatically protected in any given IT system or business practice at the NPCA in full compliance with MFIPPA, as well as the *Personal Information Protection and Electronic Documents Act* (PIPEDA).
- 7.5** The Board of Directors in consultation with the CAO/Secretary - Treasurer will appoint a staff person as Freedom of Information Co-Ordinator for the purposes of receiving, reviewing, responding in order to comply with the *Municipal Freedom of Information and Protection of Privacy Act*.

## **8. Financial Statements and Report of the Auditor**

The Board of Directors shall receive and approve the Audited Financial Statements and Report of the Auditor annually for the previous year. The Board of Directors shall forward copies of the Audited Financial Statements and Report of the Auditor to participating municipalities and the Minister and will make them available to the public by posting on the NPCA website in the Board of Directors agenda or minutes.

## **9. Borrowing Resolution**

If required, the Board of Directors shall establish a borrowing resolution and such resolution shall be in force until it is superseded by another borrowing resolution.

## **10. Levy Notice**

The levy due to NPCA from participating municipalities shall be communicated to those municipalities in accordance with the *Act* and any applicable Regulations.

## **11. Signing Officers**

All deeds, transfers, assignments, contracts and obligations entered into by NPCA shall be signed by the signing officers of NPCA, or designate, as outlined in the NPCA policy on Signing Officer

## C. Meeting Procedures

### 1. Quorum

- 1.1 At an NPCA Board meeting, a quorum consists of one-half of the members appointed by the participating municipalities.
- 1.2 If there is no quorum within fifteen (15) minutes after the time appointed for the meeting, the Chair for the meeting shall declare the meeting adjourned due to a lack of a quorum and the recording secretary shall record the names of the members present and absent.
- 1.3 Where the number of members, who by reason of the provisions of the *Municipal Conflict of Interest Act*, are disabled from participating in a meeting, is such that at the meeting the remaining members are not of sufficient number to constitute a quorum, then the remaining number of members shall be deemed to constitute a quorum, provided such number is not less than two.
- 1.4 If during the course of an Authority or Committee meeting a quorum is lost, then the Chair shall declare that the meeting shall stand recessed or adjourned, until the date of the next regular meeting or other meeting called in accordance with the provisions of this by-law.

### 2. Declared State of Emergency

During any period where an emergency has been declared to exist, in all or part of an area over which the Authority has jurisdiction, under Section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act*, that may prevent the General Membership from meeting in person, a Member may participate in meetings electronically and shall have the ability to:

- a. register a vote;
- b. be counted towards determining quorum; and
- c. participate in meetings closed to the public.

During any period where an emergency has been declared to exist, in all or part of an area over which the Authority has jurisdiction, under Section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act*, that may prevent the General Membership from meeting in person, any date or timeline requirement established under any section in this by-law shall be postponed until such time as the General Membership can reasonably address the issue.

During any period where an emergency has been declared to exist, in all or part of an area over which the Authority has jurisdiction, under Section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act*, the Authority shall implement best practices to make meetings of the Authority open to the public in accordance with Subsection 15(3) of the Act. Where possible, the Authority will provide for alternative means for the public to participate in meetings electronically.

During any period where an emergency has been declared to exist, in all or part of an area over which the Authority has jurisdiction, under Section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act*, that may prevent the General Membership from meeting in person, any hearing or appeal dealt with in this By-Law may be conducted electronically with provisions for applicants and their agents to participate if the Authority decides to hold any such hearing or appeal.

In a Declared State of Emergency when electronic meetings are convened, unless under extenuating circumstances as otherwise determined by the Chair in consultation with the CAO / Secretary - Treasurer, any and all Delegations to the Board shall be in the form of:

- a) written submission or
- b) written submission as well as presentation by video link.

## 2. Annual Meeting

- 2.1 The annual meeting of the NPCA Board will occur on the third Wednesday of February.
- 2.2 Appointed members will continue to serve on the NPCA Board until the CAO / Secretary – Treasurer receives written notice that the respective members have been re-appointed or the respective members have been replaced by another appointment.
- 2.3 At this meeting, the election of the Chair and Vice-Chair shall occur in accordance to Appendix 2 – Procedure for Election of Officers.
- 2.4 Other matters considered at the Annual General Meeting include appointments to Conservation Ontario, Standing and Ad Hoc Committees, Borrowing Resolution, NPCA Signing Authorities, appointment of auditor, and approval of the schedule of meetings for the upcoming year.

### 3. Notice of Meeting

- 3.1** The Chair shall call regular meetings of the Authority. Circulation of the agenda for such meetings and the publication of the agenda on the NPCA website shall constitute notice of said meetings and shall occur not less than five days in advance of the meeting date.
- 3.2** Notice of any meeting shall indicate the time and place of that meeting and the agenda for the meeting.
- 3.3** All material and correspondence to be dealt with by the Authority at a meeting will be submitted to the CAO / Secretary - Treasurer at least fourteen (14) days in advance of the meeting in question.
- 3.4** Written notice of motion may be given by any member of the Authority and shall be forthwith placed on the agenda of the next meeting.
- 3.5** When a quorum is first present after the hour fixed for a meeting, the Chair shall call the meeting to order.
- 3.6** If no quorum is present **fifteen (15) minutes** after the time appointed for a meeting, the recording secretary shall call the roll and record the names of the members present and the meeting shall stand adjourned until the next meeting.
- 3.7** The business of the Authority shall be taken up in the order in which it stands on the agenda unless otherwise decided by the Authority.
- 3.8** No member shall present any matter to the Authority for its consideration unless the matter appears on the agenda for the meeting of the Authority or leave is granted to present the matter by the affirmative vote of **a majority** of the members present.
- 3.9** The following matters shall have precedence over the usual order of business:
- a. a point of order
  - b. a matter of privilege
  - c. a matter of clarification
  - d. a motion to suspend a rule of procedure or to request compliance with the rules of procedure
  - e. a motion that the question be put to a vote
  - f. a motion to adjourn
- 3.10** The Chair may, at his/her pleasure, call a special meeting of the Authority on three days' written notice. That notice shall state the business of the special meeting and only that business shall be considered unless permission is granted by **two-thirds** of the members present.
- 3.11** With the exception of any municipal planning or regulation matter that requires an

immediate decision of the Board or during any period where an emergency has been declared or priority business of a matter before the courts, all matters will generally be dealt with “in person” at a Full Authority Board meeting. For those planning and regulation matters requiring immediate attention, during any period where an emergency has been declared and/or addressing matters before the courts, the Chair may call a meeting of the Board via telephone conference or other conferencing technology. Such a telephone conference meeting must have quorum of the Board Members participating and voting will be as outlined in Appendix 3.

- 3.12** Any member of the Board, with 50% support of the other Board Members, may request the Chair to call a meeting of the Board and the Chair will not refuse.
- 3.13** Notwithstanding Section 3.6 of this by-law, a meeting which has been interrupted through the loss of a quorum may be reconvened without notice provided that the meeting is reconvened on the same day.
- 3.14** The Chair or the CAO / Secretary-Treasurer may, by notice in writing or email, deliver to the members so as to be received by them at least 12 hours before the hour appointed for the meeting, a postponement or a cancelation of any meeting until the next scheduled date for the specific committee affected.
- 3.15** The Chair or the CAO/Secretary-Treasurer may, if it appears that a storm or like occurrence will prevent the Board Members from attending a meeting, postpone that meeting by advising as many members as can be reached or, if warranted, hold the meeting electronically provided quorum and public attendance can be met. Postponement shall not be for any longer than the next regularly scheduled meeting date.

#### **4. Agenda for Meeting**

- 4.1** Authority staff, under the supervision of the CAO / Secretary – Treasurer shall prepare for the use of members at all regular meetings of the Authority, an agenda which shall include, but not necessarily be limited to, the following headings:

1. Approval of Agenda
2. Declarations of Conflict of Interest
3. Approval of Minutes
4. Correspondence
5. Presentations
6. Delegations
7. Consent Items
8. Discussion Items
9. Committee Reports
10. Notices of Motion
11. New Business
12. Closed Session
13. Adjournment

- 4.2** The agenda for special meetings of the Authority shall be prepared as directed by the



Chair.

- 4.3** Meeting management is a fundamental responsibility of the Chair. Part of this responsibility includes agenda management. As such, it shall be the duty of the Chair, with respect to any meetings over which he/she presides, to approve the agenda prior to circulation to the Board and public as outlined in section 4.1 and within all legislative reporting requirements.
- 4.4** The circulation of reports, letters, memos, etc. outside of the agenda shall be distributed by the Office of the CAO / Secretary - Treasurer to all Board Members. Documents should be provided in an electronic format whenever possible.
- 4.5** The business of the Board will be taken up in the order on which it appears on the agenda unless otherwise directed by the Board Chair.

## **5. Disclosure of Conflict of Interest**

- 5.1** Where a member, either on his own behalf or while acting for, by, with or through another, has any conflict of interest, direct or indirect, in any matter and is present at a meeting of the Authority or Standing Committee at which the matter is the subject of consideration, the member shall:
  - a) prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;
  - b) not take part in the discussion of, or vote on any question in respect of the matter; and
  - c) not attempt in any way whether before, during or after the meeting to influence the voting on any such question.
- 5.2** Where a meeting is not open to the public, in addition to complying with the requirements in Section 5.1, the Member shall forthwith leave the meeting for the part of the meeting during which the matter is under consideration.
- 5.3** Where the interest of a Member has not been disclosed by reason of their absence from the particular meeting, the Member shall disclose their interest and otherwise comply at the first meeting of the Authority or Committee, as the case may be, attended by them after the particular meeting.
- 5.4** The meeting recording secretary shall record in reasonable detail the particulars of any disclosure of conflict of interest made by members of the Authority or Committees, as the case may be, and any such record shall appear in the minutes/notes of that particular meeting of the Authority or of the Committee, as the case may be.

## **6. Notice of Motion**

- 6.1 Except as otherwise provided in this Regulation, a notice of motion to be made at an Authority or Committee meeting shall be given in writing and shall be delivered to the CAO / Secretary-Treasurer not less than seven (7) business days prior to the date and time of the meeting, to be included in the agenda for the Authority or Committee meeting at which the motion is to be introduced.
- 6.2 The CAO / Secretary-Treasurer shall include such notice of motion in full in the agenda for the meeting concerned.
- 6.3 Reports of Committees included in the Authority agenda shall constitute notice of motion with respect to any matter contained in such reports and recommended by any such Committee for adoption by the Authority.
- 6.4 Staff reports in the Authority agenda not having been considered by any Committee for adoption, shall constitute notice of motion for the purposes of any motion brought to the Authority with respect thereto.
- 6.5 Notwithstanding the foregoing, any motion or other business may be introduced for consideration of the Authority provided that it is made clear that to delay such motion or other business for the consideration of an appropriate Standing Committee would not be in the best interest of the Authority and that the introduction of the motion or other business shall be upon an affirmative vote of the majority of the members of the Authority present.
- 6.6 Any motion called from the Chair and for whatever reason deferred in three successive regular meetings of the Authority or Committee which is not proceeded with shall be deemed to be withdrawn.
- 6.7 Reconsideration of a motion previously adopted by the Authority requires a two-thirds majority of the Board (i.e. based on a membership of 21; 14 or more Members present equals two thirds majority).

## 7. Delegations

- 7.1 Any person or organization desiring an opportunity to address the Authority may make a request in writing to the CAO / Secretary-Treasurer fourteen (14) days in advance of a scheduled meeting if such request is to be included in the agenda of that meeting. A detailed brief of their presentation, including any presentation materials to be used, outlining the request/direction the presenter is seeking from the Standing Committee or the Board and if applicable, the name, address and telephone number of any person(s) or organization which he or she represents. The brief will form part of the official record of the proceedings of Committee or the Board and therefore will be a public document.
- 7.2 The CAO / Secretary-Treasurer is empowered to seek clarifications from the person or organization if the submitted statement is ambiguous and/or requires further explanation.

**7.3** Any person or organization requesting an opportunity to address the Authority but not having made a written request to do so in accordance with Section 10.1 may appear before a meeting of the Authority but will be heard only if approved by **a ruling of the majority** of the Board Members at the meeting.

**7.4** It will be at the discretion of the NPCA Board Chair, in consultation with the CAO / Secretary - Treasurer, to determine whether the delegation is an appropriate matter to be considered by the Board.

The Board Chair, in consultation with the CAO / Secretary - Treasurer will maintain the right to refuse any delegation request, regardless of having the notice requirements met, for reasons they identify, including, but not limited to, agenda /meeting management and issues outside of NPCA mandate.

It shall be the responsibility of the CAO / Secretary - Treasurer to communicate this decision to the individual(s) applying for a delegation.

Board Members maintain the right to overturn such decision, by a proper motion moved by and seconded by and carried by a majority.

**7.5** A representative of a participating municipality of the Authority, duly authorized by resolution of such council, shall be heard as of right, and further any member of the Authority shall be heard as of right.

**7.6** Delegations/Presentations shall be limited to **a time of not more than five (5) minutes**. Board Members may limit or extend the time allowed for a presentation by a majority vote. **Questions to delegations should be limited to a maximum of one question per Member.**

**7.7** Presentations shall adhere to the rules of order noted under Delegations.

**7.8** Delegations must abide by the provisions of the administrative by-law and maintain an acceptable decorum at meetings. Delegations will accept any decisions of the Board Chair and not enter into cross debate with members, other delegations, or staff. Any discourse between members and the delegation will be limited to members asking questions for clarification and obtaining additional, relevant information only.

## **8. **Electronic Meetings and Participation****

**Electronic meetings are permitted and must follow/accommodate all Section C. Meeting Procedures identified in this by-law, or in the case of Hearings, the *CA Hearing Procedures*.**

**A Member can participate electronically in a meeting that is open or closed to the public and in either case may be counted in determining whether or not a quorum of members is present at any point in time. Electronic meetings must permit all participants to communicate adequately with each other during the meeting. For open electronic meetings, the public must be able to attend the meeting electronically and be able to observe all that Members can hear and see at the meeting.**

## **8. **Meetings with Closed Sessions****

**8.1** A Meeting or part of a Meeting may be closed to the public if the subject matter being considered is:

- (a) the security of the property of the NPCA;
- (b) personal matters about an identifiable individual(s), including NPCA employees;
- (c) a proposed or pending acquisition or disposition of land by the NPCA;
- (d) labour relations, Human Resource or employee negotiations;
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the NPCA;
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another act.
- (h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
- (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group or persons, or organization.
- (j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
- (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

**8.2** A meeting shall be closed to the public if the subject matter relates to the consideration of a request under the *Municipal Freedom of Information and Protection of Privacy Act*.

**8.3** Before holding a meeting or part of a meeting that is to be closed to the public, the members shall state by resolution during the open session of the meeting that there will be a meeting closed to the public and the general nature of the matter to be considered at the closed meeting.

**8.4** No vote shall be taken in a closed meeting unless it is for a procedural matter, or for giving directions or instructions to officers, employees or agents of the Authority or persons retained under contract with the Authority. Confidential minutes will be taken in closed session.

**8.5** Any materials presented to the Board Members during a closed meeting will be returned to the CAO / Secretary-Treasurer prior to departing from the meeting.

**8.6** A Meeting of the Board may be closed to the public if the following conditions are both satisfied:

- (a) The meeting is held for the purpose of educating or training the Members .
- (b) At the meeting, no Member discusses or otherwise deals with any matter in a way that materially advances the business or decision making of the Board.

- 8.7** All deliberations while in Closed Session shall remain confidential unless otherwise agreed upon by a majority vote of the Board.

## **9. Vote**

- 9.1** On a tie vote, the motion is lost;
- 9.2** The Chair of the Board shall only vote in a Full Authority Board meeting to break a tie or when a Recorded Vote is requested.
- 9.3** The presiding Standing Committee Chairs shall only vote in the event of a tie or when a recorded vote is requested.
- 9.4** A majority vote of the members present at any meeting is required upon all matters coming before the meeting.
- 9.5** Interrelated motions shall be voted on in the following order:
  - a) motions to refer the matter, and
  - b) if no motion under clause (a) is carried, the order for voting on the remaining motions shall be:
    - i) amending motion;
    - ii) the original motion.
- 9.6** Unless a member requests a recorded vote, a vote shall be by a show of hands or such other means as the Chair may call.
- 9.7** Before a vote is taken, any member may require a recorded vote and it shall be taken by alphabetical surname with the Chair voting last. On a recorded vote, each member will answer “yes” or “no” to the question or will answer “abstain” if the said member does not wish to vote. If any Member abstains from voting, they shall be deemed to have voted in opposition to the question, and where the vote is a recorded vote, their vote shall be recorded accordingly by the secretary. A recorded vote may only be called at a meeting of Board of Directors and shall not be called at a meeting for a committee thereof.
- 9.8** At the meeting of the Authority at which the levy is to be approved, the Chair shall at the appointed time during the meeting, call the roll of members present, and having been advised by the Secretary-Treasurer of those present and the respective, eligible weighted votes, conduct the roll call vote to approve of non-matching levy by a weighted majority of the members present and eligible to vote. (see O. Reg. 139/96)
- 9.9** Where a question under consideration contains more than one item, upon the request of any member, a vote upon each item shall be taken separately.
- 9.10.** A vote on any planning or regulation matter dealt with through a telephone conference meeting, shall be a recorded vote.

- 9.11** If a vote is required, upon circumstances described in Section 3.11, the Chair may direct the CAO / Secretary - Treasurer to conduct a “telephone or email survey” and record the vote.
- 9.12** E-mail voting is not a preferred practice and should not replace the deliberative benefits of face to face meetings. In extenuating circumstances, however, email voting may be used to conduct the business.
- 9.13** E-mail votes may only be considered if the motion to be considered is time sensitive and the Board is unable to meet to consider the matter in a timely fashion and/or establish quorum. Email votes may not be used for motions that require secret ballots.
- 9.14** In the event that a Chair of a committee wishes to initiate a process of e-mail voting on a motion, she/he shall adhere to the following process:
- a) The Chair shall write to members of the committee with the text of the motion and any supporting materials to determine whether or not there is sufficient support for conducting an e-mail vote.
  - b) If at least 75 percent of the members of the committee indicate, in writing within 48 hours, that an e-mail vote is acceptable, the chair shall notify members of the committee that e-mail voting shall proceed. The first two members of the committee who respond in the affirmative shall be deemed to be the mover and seconder of the motion.
  - c) If the criteria outlined in 9.14 b) are not met, an e-mail vote shall not be permitted.
  - d) Committee members shall then have 48 hours to vote on the motion.
  - e) Once every member of the committee has voted by e-mail, or after 48 hours have passed, the chair shall disclose the vote totals to the entire committee via e-mail and declare the motion carried or defeated.
  - f) The results of any voting conducted via e-mail shall be recorded in the minutes at the next meeting of the committee along with the wording of the motion.

## **10. Minutes**

- 10.1** The CAO / Secretary-Treasurer shall undertake to have a recording secretary in attendance at meetings of the Authority and each Standing Committee. The recording secretary will make a record in the form of Minutes of the meeting proceedings and in particular shall record all motions considered at the meeting.
- 10.2** Minutes of all meetings shall include the time and place of the meeting and a list of those present and shall state all motions presented together with the mover and seconder.
- 10.3** The CAO / Secretary-Treasurer shall send out the minutes of Board meetings to

each member of the Authority.

- 10.4** The CAO / Secretary-Treasurer shall, following Full Authority Board meetings, ensure that local area municipalities are notified of any resolutions affecting areas within their jurisdiction.
- 10.5** The CAO / Secretary-Treasurer shall ensure that all meeting minutes are posted to the NPCA website.

## **11. Live Streamed / Recorded Full Authority Meetings**

The NPCA may live stream and/or make video recordings of all or part of its Full Authority meeting(s) available to the public but is not obliged to do so. Where in the discretion of the NPCA, a Full Authority meeting is live-streamed and/or recorded by video, the following principles shall apply:

- 11.1** At the start of the Full Authority meeting, the Chair shall advise all in attendance that the meeting is being recorded and/or live-streamed.
- 11.2** The Chair shall further advise those in attendance that delegates are solely responsible for all statements of fact, opinion, or of mixed fact and opinion, which they express at the Full Authority meeting. This applies whether the delegate's statements are made orally or included in written materials provided by the delegate. No endorsement by the NPCA of a delegate's statements may be implied or inferred from the communication of the statements during the course of the Full Authority meeting, or on account of the NPCA having granted permission to the delegate to make a presentation at the Full Authority meeting.
- 11.3** Wherever possible, the NPCA will advise all delegates in advance of the Full Authority meeting that their presentation may be live-streamed and the recording archived for public viewing.
- 11.4** Subject to the discretion of the Chair, the goal of the NPCA will be to post, within two business days of meeting, the archived live stream video.
- 11.5** A recorded video of a Full Authority meeting is not an 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.

## **12. General**

- 12.1** All matters not specifically provided for in this By-law shall be regulated in accordance with the parliamentary procedures outlined in Bourinot's Rules of Order.



## 1.0 Approval of By-law and Revocation of Previous By-law(s)

Previous Administrative By-Laws are hereby revoked upon approval of this by-Law by the Board of Directors.

Signed:

October 22, 2020

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Chandra Sharna  
Chief Administrative Officer/  
Secretary-Treasurer

Date

October 22, 2020

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Brenda Johnson, Chair

Date

## 2.0 Appendices to the Administrative By-law

### Appendix 1 - Code of Conduct

#### 1. Background

The Niagara Peninsula Conservation Authority demands a high level of integrity and ethical conduct from its Board of Directors. As such, a written Code of Conduct helps to ensure that all Board members share a common basis for generally acceptable conduct. Such formalized standards provide a reference guide to supplement legislative parameters within which Board members must operate and enhance public confidence that Board members will operate from a base of integrity, honesty, justice and courtesy.

The Code of Conduct is a general standard. It augments the laws which govern the behaviour of Board members, and it is not intended to replace personal ethics.

The Code of Conduct will also assist Board members in dealing with confronting situations not adequately addressed or that may be ambiguous in Authority resolutions, regulations or policies and procedures.

#### 2. General

**2.1** The Code of Conduct applies to all Members of the NPCA Board of Directors.

**2.2** All Board members shall be cognizant of their position and the trust and influence afforded. They shall serve in a conscientious and diligent manner that ensures they are operating in a manner that does not use the influence of office for any purpose other than for the exercise of their official duties and does not violate trust relationships.

**2.3** All Board Members and members of Committees will adhere to this Code of Conduct and:

- a) Uphold the mandate, vision and mission of the Authority;
- b) Consider the Authority's jurisdiction in its entirety, including their appointing municipality;
- c) Respect Confidentiality;
- d) Approach all Authority issues with an open mind, with consideration for the organization as a whole;
- e) Exercise the powers of a Board member when acting in a meeting of the Authority;
- f) Respect the democratic process and respect decisions of the Board of Directors,
- g) Declare any direct pecuniary interest, conflict of interest or indirect/apparent interest when one exists or may exist in the near future; and;
- h) Conduct oneself in a respectful, courteous and professional manner and refrain from disparaging the Authority or impugning motives against any Director or any Authority staff.

### 3. Conflict of Interest Guidelines

All Board Members commit themselves and the Authority to ethical, businesslike and lawful conduct when acting as an individual Board member or as the full Board of Directors. Board members are bound by the **Board Member Code of Conduct Conflict of Interest provisions** as well as the *Municipal Conflict of Interest Act*. These policies are intended to assist Board members in understanding their responsibilities and obligations.

A conflict of interest is any situation where a member's intents, activities or interests are incompatible or in conflict with his or her Board member responsibilities. Avoiding and preventing situations that could give issue to a conflict or the appearance or perception of a conflict is one of the most important ways that the NPCA remains a trusted organization with the public.

A Board member is in a conflict of interest in any situation where their personal interest interferes, appears to interfere, or could potentially interfere in any way with the interests of NPCA.

#### 3.1 Review

- 3.1.1** The Authority shall complete a review of the *Code of Conduct*, *The Municipal Conflict of Interest Act* as well as *Conflict of Interest guidelines* as part of the Board Member orientation at a minimum with further training as required.

Failure to attend the orientation/workshop by Board Members does not absolve Members of responsibility under the Act or NPCA Code of Conduct.

#### 3.2 Pecuniary Interest

Board Members should declare a conflict of interest when , either on their own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the Authority or any Advisory Board or Committee at which the matter is the subject of consideration.

##### 3.2.1 Chair's Conflict of Interest or Pecuniary Interest

Where the Chair of a meeting discloses a conflict of interest with respect to a matter under consideration at a meeting, the **Vice-Chair shall be appointed** to chair that portion of the meeting.

#### 3.3 Gifts and Benefits

Board Members shall not accept any fees, gifts, hospitality, social gifts or personal benefits that are connected directly or indirectly with the performance of duties, except compensation authorized by law.

#### 3.4 Participation in Decision-making

Board members should declare a conflict of interest and recuse themselves from any review or decision-making process in which the Board member's participation may result in a reasonable apprehension of bias or conflict of interest.

*Apprehension of Bias: legal scholars have been able to document a few circumstances from which a reasonable apprehension of bias may be found and have suggested the following categories:*

- decision-maker reviewing own earlier decision;
- interested parties selecting decision-maker;
- pecuniary interest in the outcome of the decision;
- existing or previous association between decision-maker and an interested party;
- bias through legal or other advisor;
- prejudgment; and
- attitudinal bias demonstrated by the conduct or words of the decision-maker

### 3.5 Involvement in Outside Activities

Board members should declare a conflict of interest if involvement in outside activities does, or would appear to be, incompatible with their responsibilities and duties or that could call into question their independent exercise of judgement, integrity and impartiality.

### 3.6 Closed Meetings

Where a meeting is not open to the public, a Board member who has declared a conflict of interest shall leave the meeting for the part of the meeting during which the matter is under consideration.

If the declaration occurred in closed session, the Board member shall declare the conflict of interest in open session.

### 3.7 Board member Absent

Where the interest of a Board member has not been disclosed by reason of their absence from a meeting, the Board member shall disclose their interest and otherwise comply at the first meeting of the Authority, Executive Committee, Advisory Board or Committee subsequent to the missed meeting.

### 3.8 Disclosing a Conflict of Interest

When a Board member wishes to declare a conflict of interest, they:

- a) shall prior to any consideration of the matter at the meeting, disclose the conflict of interest and the general nature thereof;
- b) shall not take part in the discussion of, or vote on any question in respect of the matter; and furthermore, if a vote is occurring, shall leave the room for the duration of the item
- c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.
- d) shall provide a written declaration of the interest or conflict of interest to the

recording secretary.

For an indirect pecuniary interest – see Section 2 of the *Municipal Conflict of Interest Act*. For a direct or deemed pecuniary interest – see Section 3 of the *Municipal Conflict of Interest Act*.

### 3.9 Disclosure Registry

- 3.9.1** Where a Board member, has disclosed an interest referred to in Section 5 of the *Municipal Conflict of Interest Act, 1990* at a meeting, the Director shall file a written statement with the recording secretary.
- 3.9.2** Where a Board member, has disclosed an interest and filed a written statement with the Recording Secretary, as required by subsection 3.18(1), the Recording Secretary, shall:
- a) file the written statement by the Board member in the Conflict of Interest Registry;
  - b) record the interest in the minutes of the meeting;
  - c) file a record of the interest recorded in the minutes of the meeting in the Conflict of Interest Registry; and
  - d) make the Conflict of Interest Registry available for public inspection.

### 3.10 Breach of Conflict of Interest Policy

- 3.10.1** Should a Board member breach the Conflict of Interest Policy, they shall advise the Chair and Vice-Chair, with a copy to the CAO/Secretary Treasurer, as soon as possible after the breach.
- 3.10.2** Should a Board member allege that another Board member has breached the Conflict of Interest Policy, the said breach shall be communicated to the Chair and Vice-Chair, with a copy to the CAO/Secretary Treasurer, in writing. In the absence of the Chair, or if a Board member alleges that the Chair has breached the Conflict of Interest Policy, the said breach shall be communicated the Vice- Chair with a copy to the CAO/Secretary-Treasurer, in writing.
- 3.10.3** Any breach, or alleged breach, of the Conflict of Interest Policy shall be investigated in accordance with the Enforcement of By-laws and Policies or procedures outlined or referred to in the Authority's Administrative By-law.

## 4. Confidentiality

- 4.1** The Directors shall be governed **at all times** by the provisions of the *Municipal Freedom and Information and Protection of Privacy Act*.
- 4.2** All information, documentation, correspondence, whether hard copy, digital or verbal including deliberations received, reviewed, and notes taken in a closed meeting are strictly confidential.

- 4.3** Board members shall not disclose or release by any means to any member of the public, either in verbal or written form, any confidential information acquired by virtue of their office, except when required by law to do so.
- 4.4** Board members shall not permit any persons, other than those who are entitled thereto, to have access to information which is confidential.
- 4.5** In the instance where a Board member vacates their position on the Board of Directors, they will continue to be bound by MFIPPA requirements.
- 4.6** Particular care should be exercised in ensuring the protection of privacy of board members, employees and third-party vendors or customers for the following:
- a) Human Resources matters;
  - b) Information about suppliers provided for evaluation that might be useful to other suppliers;
  - c) Matters relating to the legal affairs of the Authority;
  - d) Information provided in confidence from an Aboriginal community, or a record that if released could reasonably be expected to prejudice the conduct of relations between an Aboriginal community and the Authority;
  - e) Sources of complaints where the identity of the complainant is given in confidence;
  - f) Items under negotiation;
  - g) Schedules of prices in tenders or requests for proposals;
  - h) Appraised or estimated values with respect to the Authority's proposed property acquisitions or dispositions;
  - i) Information deemed to be "personal information" under MFIPPA including contact information such as email addresses, phone numbers, addresses etc.

**No information shall be released without prior consent of the Full Board, Chair and CAO**

The list above is provided for example and is not exhaustive.

## **5. Use of Authority Property**

- 5.1** No Board member shall use for personal purposes any Authority property, equipment, supplies, or services of consequence other than for purposes connected with the discharge of Authority duties or associated community activities of which the Authority has been advised.

## **6. Work of Political Nature**

- 6.1** No Board member shall use Authority facilities, services or property for his/her election or re- election campaign. No Board

member shall use the services of Authority employees for his/her election or re-election campaign during hours in which the employees are in the paid employment of the Authority.

## 7. Conduct at Authority Meetings

**7.1** During meetings, Board members shall conduct themselves with civility, respect and the decorum becoming of the office. Respect for delegations and for fellow Board members requires that all Board members show courtesy and not distract from the business of the Authority during presentations and when others have the floor.

**7.2** No Board member at any meeting of the Authority shall:

- a) Speak in a manner that is discriminatory in nature based on an individual's race, ancestry, place of origin, ethnic origin, citizenship, creed, sex, sexual orientation, age, colour, marital status, family status or disability;
- b) Leave their seat or make any noise or disturbance while a vote is being taken or until the result is declared;
- c) Interrupt a member while speaking, except to raise a point of order or a question of privilege;
- d) Speak disrespectfully, disparagingly or impugn motives against Directors, staff, or any member of the public;
- e) Speak beyond the question(s) under debate;
- f) Resist the rules or disobey the decision of the Board Chair on the questions or order or practices or upon the interpretation of the rules of the Authority.

## 8. Improper Use of Influence

**8.1** No Board member shall use the influence of his or her status for any purpose other than the performance of the Member's responsibilities as a Member, and other official duties.

- a) No Member shall use her or his status as a Board Member to influence, or try to influence, improperly, any action or decision of another person or entity to the private advantage of:
  - (i) the Member;
  - (ii) any member of the Member's family;
  - (iii) any NPCA employee;
  - (iv) any friend, or business or other associate;or attempt to secure preferential treatment beyond activities in which Members normally engage on behalf of constituents as part of their official duties.
- b) No Member shall hold out the prospect or promise of future advantage through or related to, the supposed influence of the Member within the Board, in return for any decision, vote, action or inaction.

## 9. Influence on Staff

- 9.1** Directors shall be respectful of the fact that staff work for the authority as a whole and are charged with making recommendations that reflect their professional expertise, corporate perspective, and advice without any undue influence. Board Members shall not maliciously or falsely injure the professional or ethical reputation of staff.
- 9.2** No Board member shall use, or attempt to use, the Member's authority or influence for the purpose of intimidating, threatening, coercing, or otherwise improperly influencing any Authority employee with the intent of interfering with that employee's duties, including the duty to disclose improper activity.

## 10. Business Relations

- 10.1** No Director shall borrow money from any person(s) or company which does business with the Authority unless such person(s) or company is a financial institution and is regularly in the business of lending money.
- 10.2** No Director shall act as a paid agent before the Authority, the Executive Committee or an Advisory Board or committee of the Authority.

## 11. Encouragement of Respect for the Authority and its Regulations

- 11.1** Directors shall represent the Authority in a respectful manner and encourage public respect for the Authority and its Regulations.
- 11.2** Board members shall accurately communicate the decisions of the Board, even if they disagree with the Board decision, such that respect for the decision-making process of the Board is fostered.

## 12. Harassment

- 12.1** The Authority has a legal responsibility to maintain a work environment free of violence and harassment, consistent with the Ontario *Occupation Health & Safety Act*, and consistent with Authority's "*Workplace Violence & Harassment Prevention Policy*".
- 12.2** All persons are to be treated fairly in the workplace in an environment free of discrimination and of personal and sexual harassment. Harassment of another Director, staff or any member of the public is misconduct.
- 12.3** Examples of harassment that will not be tolerated by the Authority include but are not limited to: verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts related to an individual's race, religious beliefs, colour, gender, physical or mental



disabilities, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation, whether in person, electronic or media.

- 12.4** The Authority will not tolerate the display of pornographic, racist or offensive signs or images; practical jokes that result in awkwardness or embarrassment; unwelcome invitations or requests, whether indirect or explicit and any other prohibited grounds under the provisions of the *Ontario Human Rights Code*.

### **13. Breach of Conduct**

- 13.1** Should a Board member breach the Code of Conduct, they are responsible to advise the Chair, Vice-Chair, with a copy to the CAO/Secretary-Treasurer **within 24 hours of the event**.
- 13.2** Should a Board member allege that another Board member has breached the Code of Conduct, the said breach will be communicated to the Chair or in his/her absence, the Vice-Chair with a copy to the CAO/Secretary-Treasurer.
- 13.3** The Board member alleged to have breached the Code of Conduct will be given the opportunity to speak to the issue.
- 13.4** Should it be concluded, based on established procedures that a Board member has breached the Code of Conduct, a letter will be forwarded to the representative's appointing municipal Council, by the Authority Board Chair or in his/her absence, the Vice-Chair, advising of said breach. The decision for the Board member to continue representing their municipality will be determined by the appointing municipal Council.

### **14. Interpretation**

- 14.1** Board members of the Authority seeking clarification of any part of this should consult with the Board Chair, Vice Chair or the full Board.

## Appendix 2 - Procedure for Election of Officers

### 1. Election of Chair and Vice-Chair

#### 1.1 Chair for Election of Officers (Board Chair and Vice-Chair)

An individual other than a Board Member of Niagara Peninsula Conservation Authority will assume the position of Chair, pro temp, for the purpose of Election of Officers. The CAO / Secretary-Treasurer, or designate, assumes this position.

#### 1.2 Appointment of Scrutineers

The appointment of scrutineers is required for the purpose of counting ballots should an election be required. All ballots will be destroyed by the scrutineers afterwards. The appointment of scrutineers requires a mover and seconder by Board Members of the Authority.

#### 1.3 Election of Board Chair and Vice-Chair

The CAO / Secretary – Treasurer or designate advises that the election will be conducted, as follows:

- Only current Board Members of the Authority may vote;
- Nominations will be called three (3) times and will only require a mover;
- The closing of nominations will require both a mover and a seconder;
- Each Board Member nominated will be asked if there will accept the nomination. The Board Member must be present to accept the nomination;
- In the event of an election, each nominee will be permitted not more than three (3) minutes to speak for the office, in the order of the alphabetical listing of his or her surnames;
- Upon the acceptance by nominees for the position of office, ballots will be distributed to the Board Members for the purpose of election. A Member's choice for a nominee will be written on the ballot and the appointed scrutineers for the counting of the ballots will collect the ballots;

**A majority vote will be required for election.** If there are more than two nominees, and upon the first vote no nominee receives the majority required for election, the name of the person with the least number of votes will be removed from further consideration for the office and new ballots will be distributed. In the case of a vote where no nominee receives the majority required for election and where two or more nominees are tied with the least number of votes, a special vote shall be taken to decide which one of such tied nominees' names shall be dropped from the list of names to be voted on in the next vote.

Should there be a tie vote between two remaining candidates, new ballots will be distributed, and a second vote held. Should there still be a tie after the second ballot a third vote shall be held. Should there be a tie after the third vote, the election of the office shall be decided by lot drawn by the CAO / Secretary – Treasurer .

## Appendix 3– Hearing Procedures

### 1.0 PURPOSE OF HEARING GUIDELINES

The purpose of the Hearing Guidelines is to reflect the changes to the 1998 Conservation Authorities Act. The Act requires that the applicant be party to a hearing by the local Conservation Authority Board, or Executive Committee (sitting as a Hearing Board) as the case may be, for an application to be refused or approved with contentious conditions. Further, a permit may be refused if in the opinion of the Authority the proposal adversely affects the control of flooding, pollution or conservation of land, and additional erosion and dynamic beaches. The Hearing Board is empowered by law to make a decision, governed by the Statutory Powers Procedures Act. It is the purpose of the Hearing Board to evaluate the information presented at the hearing by both the Conservation Authority staff and the applicant and to decide whether the application will be approved with or without conditions or refused.

These guidelines have been prepared as an update to the October 1992 hearing guidelines and are intended to provide a step-by-step process to conducting hearings required under Section 28 (12), (13), (14) of the Conservation Authorities Act. Similar to the 1992 guidelines, it is hoped that the guidelines will promote the necessary consistency across the Province and ensure that hearings meet the legal requirements of the Statutory Powers Procedures Act without being unduly legalistic or intimidating to the participants.

### 2.0 PREHEARING PROCEDURES

#### 2.1 Apprehension of Bias

In considering the application, the Hearing Board is acting as a decision-making tribunal. The tribunal is to act fairly. Under general principles of administrative law relating to the duty of fairness, the tribunal is obliged not only to avoid any bias but also to avoid the appearance or apprehension of bias. The following are three examples of steps to be taken to avoid apprehension of bias where it is likely to arise.

- (a) No member of the Authority taking part in the hearing should be involved, either through participation in committee or intervention on behalf of the applicant or other interested parties with the matter, prior to the hearing. Otherwise, there is a danger of an apprehension of bias which could jeopardize the hearing.
- (b) If material relating to the merits of an application that is the subject of a hearing is distributed to Board members before the hearing, the material shall be distributed to the applicant at the same time. The applicant may be afforded an opportunity to distribute similar pre-hearing material. **These materials can be distributed electronically.**
- (c) In instances where the Authority (or Executive Committee) requires a hearing to help it reach a determination as to whether to give permission with or without conditions or refuse a permit application, a final decision shall not be made until such time as a hearing is held.

The applicant will be given an opportunity to attend the hearing before a decision is made; however, the applicant does not have to be present for a decision to be made.

Individual Conservation Authorities shall develop a document outlining their own practices and procedures relating to the review and reporting of Section 28 applications, including the role of staff, the applicant and the Authority or Executive Committee as well as, the procedures for the hearing itself. Such policy and procedures manual shall be available to the members of the public upon request **and on the Authority's website**. These procedures shall have regard for the above information and should be approved by the Conservation Authority Board of Directors.

## 2.2 Application

The right to a hearing is required where staff is recommending refusal of an application or where there is some indication that the Authority or Executive Committee may not follow staff's recommendation to approve a permit or the applicant objects to the conditions of approval. The applicant is entitled to reasonable notice of the hearing pursuant to the Statutory Powers Procedures Act.

## 2.3 Notice of Hearing

The Notice of Hearing shall be sent to the applicant within sufficient time to allow the applicant to prepare for the hearing. To ensure that reasonable notice is given, it is recommended that prior to sending the Notice of Hearing, the applicant be consulted to determine an agreeable date and time based on the local Conservation Authority's regular meeting schedule.

### **The Notice of Hearing must contain the following:**

- (a) Reference to the applicable legislation under which the hearing is to be held (i.e., the Conservation Authorities Act).
- (b) The time, place and the purpose of the hearing. **OR for Electronic Hearings:**  
**The time, purpose of the hearing, and details about the manner in which the hearing will be held.**

**Note: for electronic hearings the Notice must also contain a statement that the applicant should notify the Authority if they believe holding the hearing electronically is likely to cause them significant prejudice. The Authority shall assume the applicant has no objection to the electronic hearing if no such notification is received.**

- (c) Particulars to identify the applicant, property and the nature of the application which are the subject of the hearing.

Note: If the applicant is not the landowner but the prospective owner, the applicant must have written authorization from the registered landowner.

- (d) The reasons for the proposed refusal or conditions of approval shall be specifically stated. This should contain sufficient detail to enable the applicant to understand the issues so he or she can be adequately prepared for the hearing.

It is sufficient to reference in the Notice of Hearing that the recommendation for refusal or conditions of approval is based on the reasons outlined in previous correspondence or a hearing report that will follow.

- (e) A statement notifying the applicant that the hearing may proceed in the applicant's absence and that the applicant will not be entitled to any further notice of the proceedings.

Except in extreme circumstances, it is recommended that the hearing not proceed in the absence of the applicant.

- (f) Reminder that the applicant is entitled to be represented at the hearing by counsel, if desired.

It is recommended that the Notice of Hearing be directed to the applicant and/or landowner by registered mail. Please refer to **Appendix A** for an example Notice of Hearing.

## 2.4 Presubmission of Reports

If it is the practice of the local Conservation Authority to submit reports to the Board members in advance of the hearing (i.e., inclusion on an Authority/Executive Committee agenda), the applicant shall be provided with the same opportunity. The applicant shall be given two weeks to prepare a report once the reasons for the staff recommendations have been received. Subsequently, this may affect the timing and scheduling of the staff hearing reports.

## 2.5 Hearing Information

Prior to the hearing, the applicant shall be advised of the local Conservation Authority's hearing procedures upon request.

## 3.0 HEARING

### 3.1 Public Hearing

Pursuant to the Statutory Powers Procedure Act, hearings, including electronic hearings, are required to be held in public. For electronic hearings, public attendance should be synchronous with the hearing. The exception is in very rare cases where public interest in public hearings is outweighed by the fact that intimate financial, personal or other matters would be disclosed at hearings.

### 3.2 Hearing Participants

The Conservation Authorities Act does not provide for third party status at the local hearing. While others may be advised of the local hearing, any information that they provide should be incorporated within the presentation of information by, or on behalf of, the applicant or Authority staff.

### 3.3 Attendance of Hearing Board Members

In accordance with case law relating to the conduct of hearings, those members of the Authority who will decide whether to grant or refuse the application must be present during the full course of the hearing. If it is necessary for a member to leave, the hearing must be adjourned and resumed when either the member returns or if the hearing proceeds, even in the event of an adjournment, only those members who were present after the member left can sit to the conclusion of the hearing.

### 3.4 Adjournments

The Board may adjourn a hearing on its own motion or that of the applicant or Authority staff where it is satisfied that an adjournment is necessary for an adequate hearing to be held.

Any adjournments form part of the hearing record.

### 3.5 Orders and Directions

The Authority is entitled to make orders or directions to maintain order and prevent the abuse of its hearing processes. A hearing procedures example has been included as **Appendix B**.

### 3.6 Information Presented at Hearings

- (a) The Statutory Powers Procedure Act, requires that a witness be informed of his right to object pursuant to the Canada Evidence Act. The Canada Evidence Act indicates that a witness shall be excused from answering questions on the basis that the answer may be incriminating. Further, answers provided during the hearing are not admissible against the witness in any criminal trial or proceeding. This information should be provided to the applicant as part of the Notice of Hearing.
- (b) It is the decision of the hearing members as to whether information is presented under oath or affirmation. It is not a legal requirement. The applicant must be informed of the above, prior to or at the start of the hearing.
- (c) The Board may authorize receiving a copy rather than the original document. However, the Board can request certified copies of the document if required.
- (d) Privileged information, such as solicitor/client correspondence, cannot be heard. Information that is not directly within the knowledge of the speaker (hearsay), if relevant to the issues of the hearing, can be heard.
- (e) The Board may take into account matters of common knowledge such as geographic or historic facts, times measures, weights, etc. or generally recognized scientific or technical facts, information or opinions within its specialized knowledge without hearing specific information to establish their truth.

## 3.7 Conduct of Hearing

### 3.7.1 Record of Attending Hearing Board Members

A record shall be made of the members of the Hearing Board.

### 3.7.2 Opening Remarks

The Chairperson shall convene the hearing with opening remarks which generally; identify the applicant, the nature of the application, and the property location; outline the hearing procedures; and advise on requirements of the Canada Evidence Act. Please reference **Appendix C** for the Opening Remarks model. In an electronic hearing, all the parties and the members of the Hearing Board must be able to clearly hear one another and any witnesses throughout the hearing.

### 3.7.3 Presentation of Authority Staff Information

Staff of the Authority presents the reasons supporting the recommendation for the refusal or conditions of approval of the application. Any reports, documents or plans that form part of the presentation shall be properly indexed and received.

Staff of the Authority should not submit new information at the hearing as the applicant will not have had time to review and provide a professional opinion to the Hearing Board.

Consideration should be given to the designation of one staff member or legal counsel who co-ordinates the presentation of information on behalf of Authority staff and who asks questions on behalf of Authority staff.

### 3.7.4 Presentation of Applicant Information

The applicant has the opportunity to present information at the conclusion of the Authority staff presentation. Any reports, documents or plans which form part of the submission should be properly indexed and received.

The applicant shall present information as it applies to the permit application in question. For instance, does the requested activity affect the control of flooding, erosion, dynamic beach or conservation of land or pollution? The hearing does not address the merits of the activity or appropriateness of such a use in terms of planning.

- The applicant may be represented by legal counsel or agent, if desired
- The applicant may present information to the Board and/or have invited advisors to present information to the Board
- The applicant(s) presentation may include technical witnesses, such as an engineer, ecologist, hydrogeologist etc.

The applicant should not submit new information at the hearing as the Staff of the Authority will not have had time to review and provide a professional opinion to the Hearing Board.



### 3.7.5 Questions

Members of the Hearing Board may direct questions to each speaker as the information is being heard. The applicant and /or agent can make any comments or questions on the staff report.

Pursuant to the Statutory Powers Procedure Act, the Board can limit questioning where it is satisfied that there has been full and fair disclosure of the facts presented. Please note that the courts have been particularly sensitive to the issue of limiting questions and there is a tendency to allow limiting of questions only where it has clearly gone beyond reasonable or proper bounds.

### 3.7.6 Deliberation

After all the information is presented, the Board may adjourn the hearing and retire in private to confer. The Board may reconvene on the same date or at some later date to advise of the Board's decision. The Board members shall not discuss the hearing with others prior to the decision of the Board being finalized.

## 4.0. DECISION

The applicant must receive written notice of the decision. The applicant shall be informed of the right to appeal the decision within 30 days upon receipt of the written decision to the **Mining and Lands Tribunal**.

It is important that the hearing participants have a clear understanding of why the application was refused or approved. The Board shall itemize and record information of particular significance which led to their decision.

### 4.1 Notice of Decision

The decision notice should include the following information:

- (a) The identification of the applicant, property and the nature of the application that was the subject of the hearing.
- (b) The decision to refuse or approve the application. A copy of the Hearing Board resolution should be attached.

It is recommended that the written Notice of Decision be forwarded to the applicant by registered mail. A sample Notice of Decision and cover letter has been included as **Appendix D**.

### 4.2 Adoption

A resolution advising of the Board's decision and particulars of the decision should be adopted.

## 5.0 RECORD

The Authority shall compile a record of the hearing. In the event of an appeal, a copy of the record should be forwarded to the Mining and Lands Tribunal. The record must include the following:

- (a) The application for the permit.
- (b) The Notice of Hearing.
- (c) Any orders made by the Board (e.g., for adjournments).
- (d) All information received by the Board.
- (e) The minutes of the meeting made at the hearing.
- (f) The decision and reasons for decisions of the Board.
- (g) The Notice of Decision sent to the applicant.

## Appendix A

### NOTICE OF HEARING

IN THE  
MATTER OF  
The Conservation  
Authorities Act, R.S.O.  
1990, Chapter 27

AND IN THE MATTER OF an  
application by

FOR THE PERMISSION OF  
THE CONSERVATION  
AUTHORITY Pursuant to  
Regulations made under  
Section 28, Subsection 12 of the  
said Act

**TAKE NOTICE THAT** a Hearing before the Executive Committee of the Conservation Authority will be held under Section 28, Subsection 12 of the Conservation Authorities Act at the offices of the said Authority (ADDRESS), at the hour of , **on the day of , 2020**, [for electronic hearings, include details about the manner in which the hearing will be held] with respect to the application by (**NAME**) to permit development within an area regulated by the Authority in order to ensure no adverse affect on (***the control of flooding, erosion, dynamic beaches or pollution or conservation of land./alter or interfere with a watercourse, shoreline or wetland***) on Lot , Plan/Lot , Concession , (**Street**) in the City of , Regional Municipality of , River Watershed.

**TAKE NOTICE THAT** you are invited to make a delegation and submit supporting written material to the Executive Committee for the meeting of (***meeting number***). If you intend to appear [For electronic hearings: or if you believe that holding the hearing electronically is likely to cause significant prejudice], please contact (**name**). Written material will be required by (**date**), to enable the Committee members to review the material prior to the meeting.

**TAKE NOTICE THAT** this hearing is governed by the provisions of the Statutory Powers Procedure Act. Under the Act, a witness is automatically afforded a protection that is similar to the protection of the Ontario Evidence Act. This means that the evidence that a witness gives may not be used in subsequent civil proceedings or in prosecutions against the witness under a Provincial Statute. It does not relieve the witness of the obligation of this oath since matters of perjury are not affected by the automatic affording of the protection. The significance is that the legislation is Provincial and cannot affect Federal matters. If a witness requires the protection of the Canada Evidence Act that protection must be obtained in the usual manner. The Ontario Statute requires the

tribunal to draw this matter to the attention of the witness, as this tribunal has no knowledge of the affect of any evidence that a witness may give.

**AND FURTHER TAKE NOTICE** that if you do not attend at this Hearing, the Executive Committee of the Conservation Authority may proceed in your absence, and you will not be entitled to any further notice in the proceedings.

**DATED** the \_\_\_\_ day of , \_\_\_\_\_ **202X**

The Executive Committee of the  
Conservation Authority

Per:  
Chief Administrative Officer/Secretary-Treasurer

## Appendix B

### HEARING PROCEDURES

1. Motion to sit as Hearing Board.
2. Roll Call followed by the Chairperson's opening remarks. For electronic hearings, the Chairperson shall ensure that all parties and the Hearing Board are able to clearly hear one another and any witnesses throughout the hearing.
3. Staff will introduce to the Hearing Board the applicant/owner, his/her agent and others wishing to speak.
4. Staff will indicate the nature and location of the subject application and the conclusions.
5. Staff will present the staff report included in the Authority/Executive Committee agenda.
6. The applicant and/or their agent will present their material
7. Staff and/or the conservation authority's agent may question the applicant and/or their agent if reasonably required for a full and fair disclosure of matters presented at the Hearing.<sup>1</sup>
8. The applicant and/or their agent may question the conservation authority staff and/or their agent if reasonably required for full and fair disclosure of matters presented at the Hearing.<sup>2</sup>
9. The Hearing Board will question, if necessary, both the staff and the applicant/agent.
10. The Hearing Board will move into camera. For electronic meetings, the Hearing Board will separate from other participants for deliberation.
11. Members of the Hearing Board will move and second a motion.
12. A motion will be carried which will culminate in the decision.
13. The Hearing Board will move out of camera.
14. The Chairperson or Acting Chairperson will advise the owner/applicant of the Hearing

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<sup>1</sup> As per the Statutory Powers Procedure Act a tribunal may reasonably limit further examination or cross-examination of a witness where it is satisfied that the examination or cross-examination has been sufficient to disclose fully and fairly all matters relevant to the issues in the proceeding.

<sup>2</sup> As per the Statutory Powers Procedure Act a tribunal may reasonably limit further examination or cross-examination of a witness where it is satisfied that the examination or cross-examination has been sufficient to disclose fully and fairly all matters relevant to the issues in the proceeding.

Board decision.

15. If decision is "to refuse", the Chairperson or Acting Chairperson shall notify the owner/applicant of his/her right to appeal the decision to the Mining and Lands Tribunal within 30 days of receipt of the reasons for the decision.
16. Motion to move out of Hearing Board and sit as Executive Committee.

## Appendix C

### CHAIRPERSON'S REMARKS WHEN DEALING WITH HEARINGS WITH RESPECT TO ONTARIO REGULATION \_\_\_/06

We are now going to conduct a hearing under section 28 of the Conservation Authorities Act in respect of an application by \_\_\_\_\_: , for permission to:\_\_\_\_\_

The Authority has adopted regulations under section 28 of the Conservation Authorities Act which requires the permission of the Authority for development within an area regulated by the Authority in order to ensure no adverse affect on (the control of flooding, erosion, dynamic beaches or pollution or conservation of land) or to permit alteration to a shoreline or watercourse or interference with a wetland.

The Staff has reviewed this proposed work and prepared a staff report, a copy of which has been given to the applicant and the Board. The applicant was invited to file material in response to the staff report, a copy of which has also been provided to the Board.

Under Section 28 (12) of the Conservation Authorities Act, the person requesting permission has the right to a hearing before the Authority/Executive Committee.

In holding this hearing, the Authority Board/Executive Committee is to determine whether or not a permit is to be issued, with or without conditions. In doing so, we can only consider the application in the form that is before us, the staff report, such evidence as may be given and the submissions to be made on behalf of the applicant. Only Information disclosed prior to the hearing is to be presented at the hearing.

The proceedings will be conducted according to the Statutory Powers Procedure Act. Under Section 5 of the Canada Evidence Act, a witness may refuse to answer any question on the ground that the answer may tend to incriminate the person, or may tend to establish his/her liability to a civil proceeding at the instance of the Crown or of any person.

The procedure in general shall be informal without the evidence before it being given under oath or affirmation unless decided by the hearing members.

If the applicant has any questions to ask of the Hearing Board or of the Authority representative, they must be directed to the Chairperson of the board.

## Appendix D

(Date)

**BY REGISTERED MAIL**

(name)

(address)

Dear:

**RE: NOTICE OF DECISION**

**Hearing Pursuant to Section 28(12) of the Conservation Authorities Act  
Proposed Residential Development**

**Lot , Plan ; ?? Drive City of  
(Application #)**

In accordance with the requirements of the Conservation Authorities Act, the (**name**) Conservation Authority provides the following Notice of Decision:

On (**meeting date and number**), the Hearing Board/Authority/Executive Committee refused/approved your application/approved your application with conditions. A copy the Boards/Committee's resolution # has been attached for your records. Please note that this decision is based on the following reasons: (***the proposed development/alteration to a watercourse or shoreline adversely affects the control of flooding, erosion, dynamic beaches or pollution or interference with a wetland or conservation of land***).

In accordance with Section 28 (15) of the Conservation Authorities Act, An applicant who has been refused permission or who objects to conditions imposed on a permission may, within 30 days of receiving the reasons under subsection (14), appeal to the Minister who may refuse the permission; or grant permission, with or without conditions. Through Order in Council 332/2018 the responsibility for hearing the appeal has been transferred to the Mining and Lands Tribunal. For your information, should you wish to exercise your right to appeal the decision, a letter by you or your agent/counsel setting out your appeal must be sent within 30 days of receiving this decision addressed to:

Mining and Lands Tribunal  
655 Bay Street, Suite 1500  
Toronto, Ontario M5G 1E5

A carbon copy of this letter should also be sent to this conservation authority. Should you require any further information, please do not hesitate to contact (**staff contact**) or the undersigned.

Yours truly,

Chief Administrative Officer/Secretary Treasurer  
Enclosure



## Appendix 4 - Common Motions

### 1. Motion to Adjourn

#### 1.1 A Motion to Adjourn:

- a) is always in order except as provided by this by-law;
- b) is not debatable;
- c) is not amendable;
- d) is not in order when a member is speaking or during the verification of the vote;
- e) is not in order immediately following the affirmative resolution of a motion to close debate; and
- f) when resulting in the negative, cannot be made again until after some intermediate proceedings have been completed by the Authority.

#### 1.2 A motion to adjourn without qualification, if carried, brings a meeting or a session of the Authority to an end.

#### 1.3 A motion to adjourn to a specific time, or to reconvene upon the happening of a specified event, suspends a meeting of the Authority to continue at such time.

### 2. Motion to Amend

#### 2.1 A motion to amend: a)

- is debatable;
- b) is amendable;
- c) shall be relevant and not contrary to the principle of the report or motion under consideration; and
- d) may propose a separate and distinct disposition of a question provided that such altered disposition continues to relate to the same issue which was the subject matter or the question.

#### 2.2 Only one motion to amend an amendment to the question shall be allowed at one time and any further amendment must be to the main question.

#### 2.3 Notwithstanding anything herein to the contrary, no motion to amend the motion to adopt any report shall be permitted.

### **3. Motion to Censure**

The Niagara Peninsula Conservation Authority Board may call for a motion to censure an individual Member for conduct unbecoming a Board Member in the fulfillment of his/her Niagara Peninsula Conservation Authority duties. This will require a seconder and a 2/3 vote of members present at the Board Members meeting to pass. The motion to censure must be dealt with immediately and once the motion is approved, the appointing municipality will be advised, in writing, by the Chair of the Board.

### **4. Motion to Close Debate (Previous Question)**

- 4.1** A motion to close debate:
- a) is not debatable;
  - b) is not amendable;
  - c) cannot be moved with respect to the main motion when there is an amendment under consideration;
  - d) should be moved by a member who has not already debated the question;
  - e) can only be moved in the following words: "I move to close debate";
  - f) requires a majority of members present for passage; and
  - g) when resolved in the affirmative, the question is to be put forward without debate or amendment.

### **5. Motion to Postpone Definitely**

- 5.1** A motion to postpone definitely:
- a) is debatable, but only as to whether a matter should be postponed and to what time;
  - b) is amendable as to time;
  - c) requires a majority of members present to pass; and
  - d) shall have precedence over the motions to refer, to amend, and to postpone indefinitely.

### **6. Motion to Postpone Indefinitely**

- 6.1** A motion to postpone indefinitely:
- a) is not amendable;
  - b) is debatable, and debate may go into the merits of the main question, which effectively kills a motion and avoids a direct vote on the question;
  - c) requires a majority vote; and
  - d) shall have precedence over no other motion.

### **7. Motion to Reconsider**

- 7.1** A motion to reconsider, under this Regulation:
- a) is debatable;
  - b) is not amendable; and
  - c) requires a two-thirds majority vote, regardless of the vote necessary to adopt the motion to be reconsidered.

- 7.2** After any question, except one of indefinite postponement has been decided by the Authority, any Member who was present may, at a subsequent meeting of the Authority, move for the reconsideration thereof, provided due notice of such intention is given as required by this Regulation, but no discussion of the main question by any person shall be allowed unless the motion to reconsider has first been adopted.
- 7.3** After any question, except one of indefinite postponement has been decided by Committee, but before a decision thereon by the Authority, any member who was present at the Committee meeting concerned, may, at a subsequent meeting of the Committee, provided the Authority still has made no decision thereon, move for the reconsideration thereof, provided due notice of such intention is given as required by this Regulation, but no discussion of the main question by any person shall be allowed unless the motion to reconsider has first been adopted.
- 7.4** No question upon which a notice of reconsideration has been accepted shall be reconsidered more than once, nor shall a vote to reconsider be reconsidered.
- 7.5** If a motion to reconsider is decided in the affirmative, reconsideration shall become the next order of business and debate on the question to be reconsidered shall proceed as though it had never previously been considered.

**8. Motion to Refer (to Committee)**

- 8.1** A motion to refer:
- a) is debatable;
  - b) is amendable; and
  - c) shall take precedence over all amendments of the main question and any motion to postpone indefinitely, to postpone definitely or to table the question.

**9. Motion to Suspend the Rules (Waive the Rules)**

- 9.1** A motion to suspend the rules:
- a) is not debatable;
  - b) is not amendable; and
  - c) requires a 2/3 majority to carry;
  - d) takes precedence over any motion if it is for a purpose connected with that motion and yields to a motion to table.

**10. Motion to Table**

- 10.1** A motion to table:
- a) is not debatable;
  - b) is not amendable.
- 10.2** A motion to table a matter with some condition, opinion or qualification added

to the motion shall be deemed to be a motion to postpone.

- 10.3** The matter tabled shall not be considered again by the Authority until a motion has been made to take up the tabled matter at the same time or subsequent meeting of the Authority.
- 10.4** A motion to take up a tabled matter is not subject to debate or amendment.
- 10.5** A motion that has been tabled at a previous meeting of the Authority cannot be lifted off the table unless notice thereof is given in accordance with Section 12 of this Regulation.
- 10.6** A motion that has been tabled and not taken from the table for six (6) months shall be deemed to be withdrawn and cannot be taken from the table.

## **11. Point of Order**

The Chair or Committee Chair, as the case may be, shall decide points of order. When a Member wishes to raise a point of order, the Member shall ask leave of the Chair/Committee Chair and after leave is granted, the Member shall state the point of order to the Chair/Committee Chair, after which the Chair/Committee chair shall decide on the point or order. Thereafter, the Member shall only address the Chair/Committee Chair for the purpose of appealing the decision to the Authority or the Committee, as the case may be. If the Member does not appeal, the decision of the Chair/Committee Chair shall be final. If the Member appeals to the Authority or the Committee as the case may be, the Authority/Committee shall decide the question without debate and the decision shall be final.

## **12. Point of Personal Privilege**

When a Member considers that his integrity or the integrity of the Authority or Committee has been impugned, the Member may, as a matter of personal privilege and with the leave of the Chairman, draw the attention of the Authority or the Committee, as the case may be, to the matter by way of a point of personal privilege. When a point of personal privilege is raised, it shall be considered and decided by the Chair or Committee Chair, as the case may be, immediately. The decision of the Chair or Committee Chair, as the case may be, on a point of privilege may be appealed to the Authority.

# Niagara Peninsula Conservation Authority

## TERMS OF REFERENCE

## FINANCE COMMITTEE

**Date of Committee Review – April 15, 2019**

**Date of Board Approval – April 17, 2019**

**Draft Revised – September 18, 2019**

**Date of Committee Review – April 29, 2020**

### **Committee Type: Standing Committee (NPCA By-Law Section 4)**

### **Committee Purpose and Role:**

The purpose of the Committee is to assist the Board of Directors in the provision of effective oversight of prudent financial management including; annual budgets, audit, reporting, risk management and associated policies.

The Board of Directors delegates the following powers to the Standing Committee and reserves the right to delegate any other powers as the Board of Directors determines appropriate, such that in keeping with the Board of Directors Administrative By-Law and the Conservation Authorities Act.

Should the timing be such that staff is unable to report to the Finance Committee on the matters listed below, staff may report to the Board of Directors instead.

Key roles and responsibilities include:

#### **1.0 Financial**

##### **1.1 Ensure fiscally responsibility and sound Financial Management including:**

- 1.1.1 Quarterly financial reports comparing revenues and expenditures against budget;
- 1.1.2 Review and recommendation on banking and investment procedures and policies;
- 1.1.3 Ensure adequate controls are in place to safeguard the Authority's assets;

1.1.4 Adequacy of insurance coverage maintained by the Authority; and

1.1.5 Compliance with legislation and regulatory requirements.

## **2.0 Budgets**

**2.1** Review and make recommendations to the Board of Directors on all matters relating to NPCA Budgets (capital and operating), including but not limited to:

2.1.1 Budget Guidelines;

2.1.2 Annual and multi-year business plans and budgets;

2.1.3 Approval and disposition of surplus project funds; and

2.1.4 Allocation of reserves.

## **3.0 Audit**

**3.1** Provide oversight of financial audit reporting, and recommendations to the Board;

3.1.1 Review the Authority's draft audited financial statements and the auditor's report;

3.1.2 Meet with the auditor to review the audit opinion and risks associated with adverse financial impact;

3.1.3 Review and recommend the auditors appointment or reappointment, terms of engagement and compensation;

3.1.4 Review effectiveness of corporate performance reporting systems and provide recommendation for improvement as required;

3.1.5 Review the Authority's risk management framework and mitigation plans;

3.1.6 All other such matters as may be prescribed by regulation, policy or NPCA's Chief Administrative Officer.

## **Committee Authority and Decision Making:**

Committee will be governed by NPCA Administrative By-Law and code of Conduct.

Recommendations made by the Committee will be sent to the Board of Directors for review and approval.

## **Membership:**

The Committee will have a minimum of five (5) members, generally appointed by the Board of Directors at each Annual Meeting (or subsequent meeting) and will include the Chair and Vice Chair in an ex-officio capacity.

## **Committee Meeting Requirements:**

The meeting schedule for the Finance Committee shall be approved annually by the Board of Directors for the upcoming year. The Committee shall meet a minimum of four times per year. Additional meetings can be held at the call of the Committee Chair.

Agendas will be prepared by staff with the approval of the Committee Chair and circulated five days in advance of the Committee meeting and posted on the NPCA website. Minutes will be prepared by staff and distributed to the Committee members and staff prior to the next meeting.

## **Meeting Location:**

Meetings will be at the NPCA Head Office (250 Thorold Road West, Welland), Ball's Falls Conservation Area, or at a location determined by the Committee Chair.

# Niagara Peninsula Conservation Authority

## TERMS OF REFERENCE

## GOVERNANCE COMMITTEE

Date of Committee Review – March 27, 2019

Date of Board Approval – April 17, 2019

Revised and Approved August 14, 2019

Revised and Approved June 3, 2020

### Committee Type: Standing Committee (NPCA By-Law Section 4)

### Committee Purpose and Scope:

The purpose of the Committee is to assist the Board of Directors in the provision of effective oversight of matters related to Board Governance including the NPCA Administrative By-Law, code of conduct, conflict of interest, Board roles and responsibilities, board meetings and associated procedural matters. The Committee also provides oversight to NPCA policy conformity with applicable legislation.

The Board of Directors delegates the following powers to the Standing Committee and reserves the right to delegate any other powers as the Board of Directors determines appropriate, such that in keeping with the Board of Directors Administrative By-law and the Conservation Authority Act.

Should the timing be such that staff is unable to report to the Governance Committee on the matters listed below, staff may report to the Board of Directors instead.

### Key roles and responsibilities include:

#### 1. Board Governance

- 1.1. Regular review and update of the NPCA Administrative By-Law to ensure it is relevant and consistent with Conservation Authority Act;
- 1.2. Ensure the Board is fully oriented with Board roles and responsibilities, code conduct, and conflict of interest as established by the NPCA Administrative By-Law;
- 1.3. Make recommendations regarding Board training and orientation;
- 1.4. Review and recommend Board member compensation;
- 1.5. Set framework and process of Board performance review as required;
- 1.6. Review and recommend practices and procedures for Board meetings, such as board agenda content, consent agenda order of consideration.



## **2. Policy Conformity**

- 2.1 Review and make recommendations to the Board of Directors on all matters relating to NPCA governance policies and procedures;
- 2.2 Review and provide input on Municipal Memorandums of Understanding related to planning or budget matters;
- 2.3 Review and provide input to planning policy conformity with the CA Act and associated provincial legislation;

## **Committee Authority and Decision Making**

The Committee will be governed by the NPCA Administrative By-Law and Code of Conduct. The Terms of Reference sets the roles and responsibilities of the Committee;

Recommendations made by the Committee will be sent to the Board of Directors for approval.

### **Membership:**

The Committee will have five (5) members, appointed by the Board of Directors at each Annual Meeting, and will include the Chair and Vice Chair in ex-officio, non-voting capacity. Members can be added to the Committee upon approval of the Board of Directors throughout the year.

### **Meetings:**

The meeting schedule for the Governance Committee shall be approved annually by the Board of Directors for the upcoming year. The Committee shall meet a minimum of four times per year. Additional meetings can be held at the call of the Committee Chair. Agendas will be prepared by staff with the approval of the Committee Chair and circulated five days in advance of a meeting and posted on the NPCA website. Minutes will be prepared by staff and distributed to the Committee members and prior to the next meeting.

### **Meeting Location:**

Meetings will be at the NPCA Head Office (250 Thorold Road West, Welland), Ball's Falls Conservation Area, or at a location determined by the Committee Chair. Meeting will be held in person or on-line.

# Niagara Peninsula Conservation Authority

## TERMS OF REFERENCE

### Public Advisory Committee

Date of formation: February 19, 2014

Date of Board approval: July 16<sup>th</sup> 2020 ,

Updated Final Received by Public Advisory Committee; September 24, 2020.

#### Committee Type: Standing Committee (NPCA By-Law Section 4)

##### 1.0 Committee Purpose and Role:

The purpose of the Committee is to provide collaborative local perspective, guidance and expert advice in the implementation of NPCA policies, plans and/or other issues as the Board may request. Members will serve in a non-governance capacity with a focus on providing advice and recommendations for consideration by NPCA Board, which are aligned with the approval annual workplans from each Division – Corporate Services, Operations, Watershed Management and Communications/Engagement.

Key roles and responsibilities include:

- Act as Champions/Ambassadors for the NPCA
- Advise on potential partnership opportunities
- Provide a conduit to the local community within their sector
- Identify barriers and opportunities in the community within their sector
- Advise on opportunities to communicate information from the NPCA to their sector partners
- Advise on issues from within their sector.

##### 1.1 Watershed Floodplain Sub-Committee

A Sub-Committee of 4-6 interested NPCA Public Advisory Committee members will be established to act as a Watershed Floodplain Sub-Committee. Members of the NPCA Board of Directors may request to attend Committee meetings as per section 6.0 of this terms of reference.

Key roles and responsibilities will include:

Review and advise staff and NPCA Board of Directors on matters relating to watershed floodplain mapping projects, with respect to the implementation, study, or reviewing of existing or new

floodplain mapping exercises or projects throughout the Niagara Peninsula Conservation Authority Watershed through:

- Attending strategy meetings as required;
- Setting out a process to allow transparent public input;
- Provide input on peer opinions, technical and other information as appropriate
- Provide input on policies with respect to implementation of watershed floodplain mapping;
- Development of a process to disseminate the floodplain mapping and information.

## **1.2 Member Recruitment Sub-Committee**

A member recruitment sub-committee of the Public Advisory Committee comprised of the NPCA Board Chair, the Committee Chair and one Public Advisory Committee member in good standing will be established when there are vacancies on the Public Advisory Committee. In the absence of a Committee Chair, the NPCA Board Chair will approve a 2<sup>nd</sup> Public Advisory Committee member in good standing for the Sub-Committee.

Key roles and responsibilities will include:

- Advising staff on recruitment strategies;
- Review of submitted applications;
- Attending meetings as required;
- Recommend members for appointment to the NPCA Board of Directors.

## **2.0 Committee Authority and Decision Making:**

Committee will be governed by NPCA Administrative By-Law and Code of Conduct. Recommendations made by the Committee will be sent to the Board of Directors for review and approval.

## **3.0 Membership:**

The NPCA Public Advisory Committee shall consist of up to FOURTEEN (14) members comprising multi-stakeholder representation including planning, business, agriculture, environmental, development sectors and representation from Indigenous communities, the general public and will include the Chair and Vice Chair in an ex-officio capacity.

Members of the NPCA Public Advisory Committee will be appointed to serve for a term of TWO (2) years beginning in January of that year. Positions vacated will be filled through a “Call for expression of interest” to be conducted as required. In the event of a vacancy during a regular term, the vacancy may be filled for the remainder of that term.

Representative Seat Structure:

The Public Advisory Committee shall consist of the following representation:

- THREE (3) members from the public-at-large (with knowledge of NPCA mandate and related programs including heritage, education, restoration and health being an asset)
- ONE (1) member representing Métis Niagara
- ONE (1) member representing a Chamber of Commerce or the Tourism industry
- ONE (1) member representing agriculture/value-added agriculture sector from the north part of the watershed
- ONE (1) member representing agriculture/value-added agriculture from the south part of the watershed
- ONE (1) member representing the development sector
- ONE (1) member representing the environmental sector

- ONE (1) member representing First Nations
- ONE (1) member representing urban/rural planning (must have Registered Professional Planner designation)
- ONE (1) member representing volunteers/users (e.g. hikers, hunters, campers, anglers, etc.)
- TWO (2) Members from the NPCA Board of Directors comprised of the NPCA Board Chair (ex-officio) and NPCA Board Vice-Chair (ex-officio)

#### **4.0 Expectations of Members:**

- Review meeting materials in advance of the meetings and arrive prepared to provide a broad perspective on the items under consideration.
- Submit agenda items to the Committee Chair and staff a minimum of TWO (2) weeks prior to the meeting date for approval.
- Make every effort to attend regularly scheduled meetings. If not available, notify the Chair and staff contact on inability to attend at least one day prior to the meeting date.
- Agree to describe, process and resolved issues in a professional and respectful manner.
- Provide constructive input to help identify future projects or strategic priorities for consideration, respective of their sector representation
- Members are encouraged to go back to their respective sectors with information received at Public Advisory Committee meetings to notify of public opportunities to provide feedback where appropriate.
- In the event of an extended absence in writing, a surrogate may be pre-approved at the discretion of the Committee Chair and NPCA Board.
- Members may cease to be a member of the Committee if they:
  - Resign from the Committee;
  - Fail to attend TWO (2) consecutive meetings without providing reasons of significance to the Committee Chair;
  - No longer objectively represent their sector;
  - Breach of confidentiality or violate the Code of Conduct;
  - The Committee Chair may recommend a member be removed from the Public Advisory Committee if they are no longer meeting their responsibilities.

#### **5.0 Committee Chair:**

To provide a conduit of communication, the NPCA Board Chair and Vice-Chair will be ex-officio members of the Public Advisory Committee. A Committee Chair shall be elected by the Public Advisory Committee to serve for a period of TWELVE (12) months. The Committee Chair may serve for TWO (2) consecutive terms.

The Committee Chair responsibilities include:

- Building consensus;
- Providing leadership and ensuring the fair and efficient functioning of the Committee;
- Scheduling meetings and notifying the Committee members;
- Inviting special guests to attend meetings when required;
- Guiding the meeting according to the agenda and time available;
- Ensuring all discussions items end with a decision, action or definite outcome;
- Review and approve draft minutes before distribution
- Chairing Sub-Committee meetings

The NPCA Board Chair and Vice-Chair responsibilities:

- Act as a conduit between the Public Advisory Committee and the Board

- May be asked to Chair Public Advisory Committee meetings if the Committee Chair is absent

## **6.0 Committee Meeting Requirements:**

The Public Advisory Committee will meet at least quarterly for a duration of approximately TWO (2) hours. Exceptions may occur from time to time to deal with significant items. Meeting quorum will be 50% + 1 of current filled Committee seats.

Meetings of the Public Advisory Committee are public, and members should be aware that their names will be posted on the NPCA website and when requested by members of the public. Personal information, other than name and resident municipality, will be kept confidential in accordance with Provincial legislation.

Internal or external persons may be invited to attend Public Advisory Committee meetings at the request of Committee Chair, on behalf of the Committee, to provide advice and assistance where necessary. These attendees will have no advisory privileges and may be requested to leave the meeting at any time by the Committee Chair. NPCA Board members are encouraged to attend Public Advisory Committee meetings but will carry no voting power and will not receive a per diem for attending.

## **7.0 Administration and Reporting:**

The NPCA Community Outreach and Volunteer Coordinator will provide administrative services for the NPCA Public Advisory Committee, including preparation and distribution of agendas, recording of meeting minutes/notes, reports and general information as required to Public Advisory Committee. The Executive Coordinator to the CAO and Board may also provide administrative support to the Public Advisory Committee.

Minutes shall be recorded and circulated to members. Draft unapproved minutes may be submitted to the NPCA Board of Directors at their earliest meeting following a Public Advisory Committee meeting if members are given 2 weeks to review the draft minutes. Actionable items to be carried forward by NPCA Board Chair in a timely fashion.

The Community Outreach and Volunteer Coordinator will coordinate reports on the Public Advisory Committee activities for inclusion in NPCA Board meeting agendas. From time to time, the Public Advisory Committee Chair may be asked to present items of significance to the NPCA Board of Directors.

## **Application Process:**

Potential applicants will be assessed and recommended for appointment based not only on if there is an available seat but also on their ability to meet the roles and expectations of a member. Seats may remain vacant until candidates with the requisite background and skills can be identified. Calls for Expression of Interest will be fully transparent and made public through the following measures:

- NPCA website and engagement portal
- Social media venues
- Local print media
- Direct contact with appropriate community organizations/groups related to the vacancy (e.g. Homebuilders Association, Nature Clubs, Agricultural organizations)

Applications will be submitted to the NPCA Community Outreach Coordinator with the following information:

- Contact information;
- Area of expertise/sector they want to represent;
- Why they want to serve on the Committee and prior Committee experience;
- Educational background (if applicable to role);
- Professional/employment experience and professional designations (if applicable to the role).

Applications will be evaluated by the Public Advisory Committee Member Recruitment Sub-Committee and final recommended candidates will be submitted to the NPCA Board of Directors for appointment. The NPCA maintains a strong policy of equal opportunity and recognizes diversity as a source of strength and works to champion inclusive attitudes and encourage adoption of inclusive approaches that lead to full and meaningful participation of all.

Applicants will be evaluated based on the following:

- Knowledge and experience related to the sector representation;
- Knowledge of the Niagara Peninsula Conservation Authority;
- Experience working on multi-sector Committees;
- Relevant volunteer/community service work related to the seat they are applying for.

## **8.0 Meeting Location:**

Meetings will be at the NPCA Head Office (250 Thorold Road West, Welland), Ball's Falls Conservation Area, or at a location determined by the Committee Chair. Online meeting can be arranged, during emergencies, and at the discretion of Chair.

## **9.0 Resources and Budget:**

The budget for the NPCA Public Advisory Committee will be allocated at \$2500 to cover meeting expenses and recruitment processes.

## **10.0 Amendments:**

The Terms of Reference and the role of the NPCA Public Advisory Committee shall be reviewed and assessed every FOUR (4) years by the incoming Board of Directors. The Terms of Reference may be amended to meet the ongoing needs of the NPCA, by agreement of the majority of Board members.

**Report To: Governance Committee**

**Subject: Board Evaluation Process**

**Report No: GC-05-20**

**Date: October 1, 2020**

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**Recommendation:**

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**.
3. **AND FURTHER THAT** Report No. GC-05-20 including Appendix 2 and Appendix 3 **BE APPENDED** to the next Full Authority Board meeting.

**Purpose:**

The purpose of this report is to provide the Governance Committee with best practices in the area of board evaluation. Based on the information gained, a formalized process for board evaluation is suggested for input and approval.

**Background:**

The Auditor General of Ontario Special Audit of the NPCA Recommendation 5.2 & 5.3 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:*

- *Develop performance indicators to facilitate the Board's evaluation of its oversight processes and activities.*
- *Regularly evaluate both its collective performance and the performance of individual Board members*

In response to this recommendation the Board of Directors received Report no. FA-83-19 at their July 17, 2019 meeting and requested the following:

An individual board member evaluation survey and a Board of Directors' Evaluation Tool be forwarded to the Governance Committee for comment and recommendations.



On July 24, 2019, the Governance Committee received Report no. GC-06-19 with Draft Evaluation Tools for the Governance Committee's review and recommended the information be passed to the incoming CAO for further comment and/or review.

Subsequent recommended evaluation tools were reviewed through the Governance Professionals of Canada and Appendices 2 and 3 contain further modified options for Board Individual Self-Evaluation and Board Evaluation.

## **Discussion:**

The Treasury Board of Canada Secretariat and the Governance Professionals of Canada state a board assessment process should have four elements:

1. The commitment of all individual directors to participate, ensuring there is a shared understanding and acceptance of the benefits of the evaluation.
2. A well-thought-out systematic process ensuring that there is a clear timeline and useful evaluation.
3. Specific, appropriately chosen instruments ensuring that the resulting information is valid, and the evaluation is efficient and accurate.
4. Follow-up after the assessment ensuring that any identified areas of concern have been addressed and that evaluation information reaches the correct individuals

A regular assessment process ensures the board and its individual directors examine existing structures and processes, identify successful practices to be retained and provides the opportunity for discussion about areas for ongoing improvement.

Recommended procedure for Board evaluation:

- 1) During the first year of the term, staff should undertake a needs assessment along with Board Orientation to determine training and other information needs;
- 2) At a minimum, the evaluation process is recommended twice (year 1 and year 4 of the term of appointment). Annual evaluation may be carried at the discretion of Chair;
- 3) Board Members are requested to complete the Individual Board Member self-assessment and the Board Evaluation
  - a. CAO and/or Human Resources will assist with initiating this process if required.
- 4) Individual Board Member self-assessments and Board Evaluations will be forwarded to the CAO and Chair/Vice Chair.
  - a. The Chair will work with the CAO in recommending development opportunities for the board based on evaluations; and
  - b. Documentation of the evaluations will be kept confidentially in line with the Record Retention Policy;
- 5) Using the Board Evaluation, staff will draft an updated board priority report and any implementation recommendations for approval of the full board.



- 6) Staff reviews current Board evaluation and Individual Board Member Self-Assessment tools and works with staff on any recommendations for updates to the tool and/or process for approval of the full board.

**Financial Implications:**

None.

**Links to Policy/Strategic Plan:**

None.

**Related Reports and Appendices:**

Appendix 1: Board Assessment

Appendix 2: Individual Board Member Self-Assessment

**Authored by:**

*Original Signed by:*

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Misti Ferrusi, BA, CHRL  
Manager, Human Resources

**Submitted by:**

*Original Signed by:*

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



## Niagara Peninsula Conservation Authority Board Evaluation

### INTRODUCTION

The purpose of the Board Evaluation is for Board Members to reflect on how they function collectively in advancing the interests of the NPCA.

- The Chair will work in collaboration with staff to use this information to identify future information needs and training opportunities for board members and for setting a board priority report and implementation recommendations
- Once the board assessment is complete, the Board Chair and Vice-Chair will sign and date the document.
- All board assessments kept as part of the confidential board records

### BOARD MEMBER INFORMATION

**Name:** Click here to enter text.

**Evaluation timeframe:** Click here to enter text.

**Date:** Click here to enter a date.

BOARD RESPONSIBILITIES	EVALUATION
The Board understands and embraces the mandate/mission as a standard against which all decisions are made.	Choose a rating
The Board makes strategic decisions which are based on approved policy and procedures	Choose a rating
The Board devotes time to planning and evaluation of short and long term priorities needs for long term sustainability of the organization	Choose a rating
The Board understands its fiduciary responsibility	Choose a rating
The Board receives sufficient information to keep current on financial performance and to make informed and prudent fiscal decisions	Choose a rating
The Board approves annual budgets based on organization priorities and makes resource allocation decisions which enable the Authority to progressively advance the mandate/mission and achieve its strategic goals	Choose a rating
The Board monitors programs and services, using objective data, to ensure they adhere to policies, are consistently of high quality and of good value to the municipalities and the public	Choose a rating

APPENDIX 1 to Report No. GC-05-20

The Board has a communications strategy for NPCA	Choose a rating
The Board fosters effective, open, transparent and accountable communications between NPCA, its municipalities and the public	Choose a rating
The Board ensures a climate of mutual trust and respect exists between the Board and the CAO/ST	Choose a rating
The Chair has defined authority and responsibility to lead, direct and manage the CAO/ST successfully	Choose a rating
The Board and CAO/ST have agreed upon criteria to evaluate the CAO/ST's performance	Choose a rating
The Board seeks the professional advice of staff, respects the valued recommendations of the CAO/ST and staff and understands their approval role versus staff's operating and implementing role	Choose a rating

BOARD EFFECTIVENESS	EVALUATION
The Board has defined a role for the Chair, Vice Chair, Board and CAO/ST in the Administrative By-Laws and the Board makes decisions based upon Mandate/Mission, reliable information and data.	Choose a rating
The Board executes their fiduciary, strategic and policy related responsibilities	Choose a rating
The structure of the Board, Officers and Committees contributes to NPCA's ability to function effectively and each Committee has clear mandate.	Choose a rating
There is a climate of mutual respect and trust among the Members of the Board of Directors	Choose a rating
All Board Members fully participate in Board discussions	Choose a rating
The Board receives agendas and Reports for review 5 days in advance of the Board meeting	Choose a rating
Board meetings make effective and productive use of the role of Board Members by focusing agendas and decisions on policies, practices, programs & priorities at a strategic level and not the operational details	Choose a rating
Sufficient meeting time is allowed for reaching Board consensus on complex issues as may be needed	Choose a rating

BOARD DEVELOPMENT	EVALUATION
The Board currently contains a sufficient range of experience to make it an effective governing body	Choose a rating
Board members are familiar with agency by-laws and policy documents (e.g. Administrative By-Law, workplans and budgets), A Systematic orientation program is in place	Choose a rating
The Board commits time for annual group learning experiences at meetings and retreats designed to improve the Board's effectiveness as a governing	Choose a rating

APPENDIX 1 to Report No. GC-05-20

body and its understanding of good governance and emerging issues facing NPCA and the community it represents	
Board Members are encouraged to enhance their skills in governance and leadership	Choose a rating

## GENERAL ASSESSMENT

**What issues or priorities may require the Board's special attention during the next one to three years?**

Use this space to provide comments

**How can the Board's organization or performance be improved in the next 6-12 months?**

Use this space to provide comments

**What specific areas of training would you and the Board benefit from?**

Use this space to provide comments

**What other comments, ideas or suggestions would you like to offer related to the Board's performance?**

Use this space to provide comments



## Niagara Peninsula Conservation Authority Board of Directors Individual Self-Assessment

### INTRODUCTION

The purpose of the Individual Self-Assessment is to allow Board Members to reflect on key areas that impact their effectiveness as an NPCA Board Member.

- The Board Chair will work in collaboration with the CAO to use this information to identify future development opportunities for board members
- Board Members should use this information to determine if there are any improvements, he/she can make in maximizing individual contributions to the full board
- Once the individual self-assessment is complete, the Board Member will sign and date and forward to the Board Chair.
- All individual self-assessments kept by CAO/HR confidentially for one (1) year past the current term of the board.

### BOARD MEMBER INFORMATION

**Name:** [Click here to enter text.](#)

**Evaluation timeframe:** [Click here to enter text.](#)

**Date of Current Appraisal:** [Click here to enter a date.](#)

### Section 1: RATINGS

<b>PARTICIPATION</b>	<b>SELF EVALUATION</b>
I attend at least 80% of board/committee meetings	<a href="#">Choose a rating</a>
I review pre-readings and attend meetings well prepared to add value to agenda items	<a href="#">Choose a rating</a>
I express thoughtful, honest concerns or opinions on issues presented to the Board/Committee	<a href="#">Choose a rating</a>
I take tough, constructive stands at Board/Committee meetings when necessary	<a href="#">Choose a rating</a>

## APPENDIX 2 – GC-05-20

If I feel unable to fully evaluate an agenda item presented for approval, I ask for additional information	Choose a rating
I am strategic in my thinking and focus on strategic issues and goals rather than operational details	Choose a rating
I avoid micro-managing the organization and stay focused at a strategic/oversight level	Choose a rating
I am devoting sufficient time to my duties	Choose a rating
<b>COMMENTS:</b>  <a href="#">Click here to enter text.</a>	

KNOWLEDGE	EVALUATION
I am aware of and understand the NPCA Board of Director's By-Laws	Choose a rating
I am aware of, understand and uphold the NPCA Board of Director's Code of Conduct	Choose a rating
I understand the mandate of the NPCA	Choose a rating
I have sufficient understanding of NPCA legislative requirements and restrictions	Choose a rating
I keep current on areas and issues the Board may be asked to deliberate and decide upon	Choose a rating
I am committed to expanding my knowledge of the industry and remaining current on emerging risks and trends	Choose a rating
<b>COMMENTS:</b>  <a href="#">Click here to enter text.</a>	

COLLABORATION	EVALUATION
I find and bring information to help us stay relevant, informed and focused	Choose a rating
I encourage contributions from my fellow Board/Committee members	Choose a rating
I seek information and opinions from others and listen to the views expressed	Choose a rating
I am able to effectively represent the concerns of my municipality	Choose a rating



I am respectful of my fellow board members and am able to have productive, constructive dialogue	Choose a rating
<b>COMMENTS:</b>  <a href="#">Click here to enter text.</a>	

## SECTION 2: IDENTIFIED STRENGTHS & OPPORTUNITIES

**In my view, my most significant achievement in the past year was:**

Use this space to provide comments

**In my view, the most important thing I could do to improve my effectiveness as a Board Members is:**

Use this space to provide comments

**Please provide any further comments:**

Use this space to provide comments

STRATEGIC PLANNING COMMITTEE MEETING  
ON-LINE TELECONFERENCE  
MEETING MINUTES  
Thursday, September 17, 2020  
1:00 p.m.

---

**MEMBERS PRESENT:** K. Kawall (Chair)  
S. Beattie  
R. Brady  
D. Bylsma  
J. Hellinga  
D. Huson  
B. Johnson (departed 1:36 p.m.)  
W. Rapley (attended at 1:31 p.m.)  
E. Smith  
M. Woodhouse  
B. Wright

**MEMBERS ABSENT:** B. Mackenzie

**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  
N. Green, Project Manager  
G. Shaule, Administrative Assistant

The Chair called the meeting to order at 1:05 p.m..

## 1. APPROVAL OF AGENDA

---

Recommendation No. SPC-08-2020

Moved by Member Huson

Seconded by Member Woodhouse

**THAT** the Strategic Planning Committee Meeting agenda dated Thursday, September 17, 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 July 23, 2020

Recommendation No. SPC-09-2020

Moved by Member Bylsma

Seconded by Member Wright

**THAT** the Minutes of the NPCA Strategic Planning Committee meeting dated July 23, 2020 **BE APPROVED**.

**CARRIED**

#### 4. CORRESPONDENCE

---

None.

#### 5. DELEGATIONS

---

None.

#### 6. PRESENTATIONS

---

None.

#### 7. CONSENT ITEMS

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None.

#### 8. DISCUSSION ITEMS

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a) Motion to Ratify the Appointment of Chair and Vice Chair of the Strategic Planning

Recommendation No. SPC-10-2020

Moved by Member Woodhouse

Seconded by Member Smith

**WHEREAS** the Members of the Strategic Planning Committee did, on July 23, 2020 undertake to vote electronically on the appointment of a Chair and Vice Chair of the Committee from amongst its membership;

**NOW THEREFORE, IN ACCORDANCE WITH THE RESULTS OF THE POLLING, BE IT HEREBY RESOLVED:**

1. **THAT** Ken Kawall **BE APPOINTED** as Chair of the Strategic Planning Committee.

2. **AND THAT** Diana Huson **BE APPOINTED** as Vice Chair of the Strategic Planning Committee.

**CARRIED**

b) Motion Establishing a 2020 Strategic Planning Committee Meeting Calendar

Recommendation No. SPC-11-2020

Moved by Member Smith

Seconded by Member Hellinga

**THAT** the 2020 Strategic Planning Committee Meeting Calendar **BE APPROVED** as presented.

**CARRIED**

- c) Report No. SPC-02-20 RE: Strategic Planning Update #1 - C. Sharma, C.A.O. / Secretary – Treasurer spoke and N. Green, Project Manager presented via PowerPoint. Discussion ensued.

Recommendation No. SPC-12-2020

Moved by Member Huson

Seconded by Member Bylsma

1. **THAT** Report No. SPC-02-20 RE: Strategic Planning Update and associated staff presentation **BE RECEIVED**.
2. **THAT** the Strategic Planning budget attached as Appendix 1 to Report No. SP-02-20 **BE RECEIVED**.
3. **THAT** the Scope of Work for procurement of a facilitator/consultant to support the strategic planning process attached as Appendix 2 to Report No. SP-02-20 **BE RECEIVED** for input by the committee.
4. **AND FURTHER THAT** the draft Communication and Engagement Plan: Strategic Planning attached as Appendix 3 to Report No. SP-02-20 **BE RECEIVED** for input.

**CARRIED**

## 9. NEW BUSINESS

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None.

## 10. ADJOURNMENT

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Recommendation No. SPC-13-2020

Moved by Member Huson

Seconded by Member Bylsma

**THAT** the Strategic Planning Committee meeting of September 17, 2020 **BE** hereby **ADJOURNED** at 2:04 p.m..

**CARRIED**

---

K. Kwall  
Committee Chair

---

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

**Report To: Board of Directors**

**Subject: Strategic Planning Update**

**Report No: FA-55-20**

**Date: October 22, 2020**

---

**Recommendation:**

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.

**Purpose:**

The purpose of this report is to provide an update on the milestones and progress related to the strategic planning process and to engage board members in an exercise to provide input into the Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis.

**Background:**

In 2019, the NPCA Board directed staff to launch the development of a Strategic Plan in 2020 to establish organization's future direction and priorities. There is an opportunity, through the Strategic Planning process, to ensure that the Auditor General of Ontario recommendations continue to be addressed. Specifically, recommendation #16 which relates to developing performance indicators that are tied to the NPCA's mandate and overall program goals; establishing targets against which each indicator will be assessed; and reporting on how the NPCA's initiatives and projects are helping the NPCA fulfill its mandate and overall program goals.

The Strategic Planning Committee (Committee) had their kick-off meeting on July 23, 2020 and approved their updated Terms of Reference and the work plan to guide and direct the development of a new NPCA strategic plan. An anticipated timeline for the completion of Strategic Plan has been set for Late Spring of 2021.

The Committee has supported a staff-led approach and an extensive community consultation process. The staff-led internal Strategic Planning Working Group was launched on August 7 and has been working collaboratively on several key deliverables as part of the initial information gathering, including:

- Background research
- Staff Led SWOT analysis

- Development and approval of the strategic planning Communication & Engagement Plan (includes a thorough stakeholder analysis)
- Procurement of a facilitator/consultant

As staff continue to complete milestones, updates and recommendations will be brought forward to the Strategic Planning Committee for information and/or approval, as needed.

NPCA's Public Advisory Committee has also been engaged in the planning process and provided input to the Communication and Engagement Plan on Sept. 24.

Progress is being made as expected according to the work plan.

### **Discussion:**

The Strategic Planning Committee has recommended that staff seek input from the entire Board at the beginning of the process. The SWOT analysis is an important front-end component of the strategic planning process and input from the Board of Directors on this exercise is important. The SWOT analysis will be used for critical aspects of the strategic plan development (e.g., themes, strategic objectives) and includes:

- Strengths are internal things that we can control. These are the things we are good at (assets, resources, etc.).
- Weaknesses are things or resources we are lacking internally, things we need to do better, or barriers to success.
- Opportunities are situations that exist that must be acted on for NPCA to benefit from them. These are trends, needs or niches the NPCA can fill.
- Threats are external to the organization and include potential barriers to success, negative trends (political, social, economic) that could impact the NPCA.

In addition, staff are also seeking Board input on trends and opportunities critical to the success of NPCA.

To obtain Board input, staff have developed 3 ways to participate in this exercise: via an online survey (<https://arcq.is/08Pjzy>), by filling out and submitting an electronic worksheet, or by filling out a hardcopy worksheet by hand which can then be scanned/emailed/faxed.

Due to time constraints, staff kindly request that Board members submit their input no later than Thursday, October 29, 2020.

### **Financial Implications:**

Staff have prepared a detailed budget with respect to anticipated costs for the strategic planning process. At this point staff do not anticipate any negative impacts to the 2020 budget. The project has been planned accordingly.



**Links to Policy/Strategic Plan:**

The current Strategic Plan, *Partners In Conservation – A Shared Responsibility*, ends in 2021. The NPCA Board of Directors determined that a new Strategic Plan was a Board priority in 2020.

**Related Reports and Appendices:**

Presentation: Strategic Plan Update including SWOT Analysis Worksheet  
Communication and Engagement Plan

**Authored by:**

*Original Signed by:*

---

Natalie Green, M.Sc., PMP  
Project Manager

**Submitted by:**

*Original Signed by:*

---

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



NIAGARA PENINSULA CONSERVATION AUTHORITY

# **STRATEGIC PLANNING UPDATE**

## **FULL AUTHORITY MEETING**

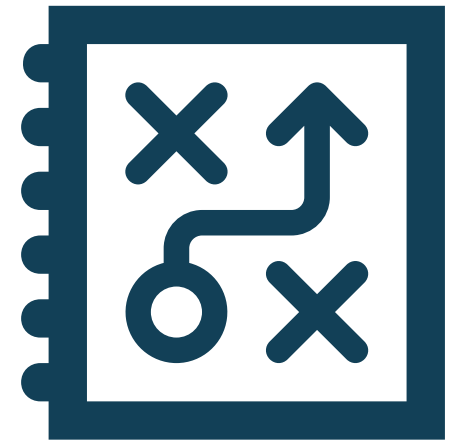
NATALIE GREEN, M.SC., PMP  
PROJECT MANAGER

OCTOBER 22, 2020

# Overview

## What is a Strategic Plan?

- Establishes an organization's direction
- Gives purpose and priority
- Guides activities and operations
- Helps measure progress against specific objectives



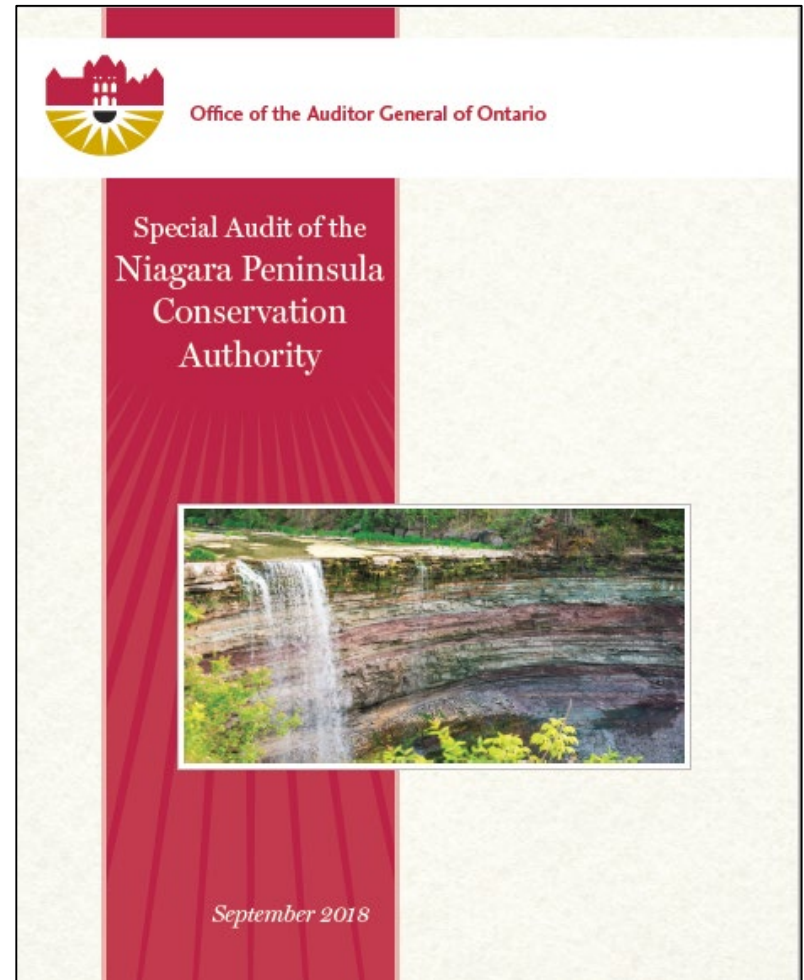
# Overview

- NPCA created two strategic plans:
  - 2014-2017
  - 2018-2021
- In 2019, new Board of Directors and substantial changes to the NPCA
- Desire to update/redesign the Strategic Plan; Board priority



# Overview

- Auditor General of Ontario's Special Audit of the NPCA
- 18 recommendations provided to the NPCA
- Recommendation #16:
  - Develop performance indicators tied to mandate;
  - Establish targets to assess indicators;
  - Report on how programs/initiatives fulfill mandate







# New Approach Toward A Shared Vision

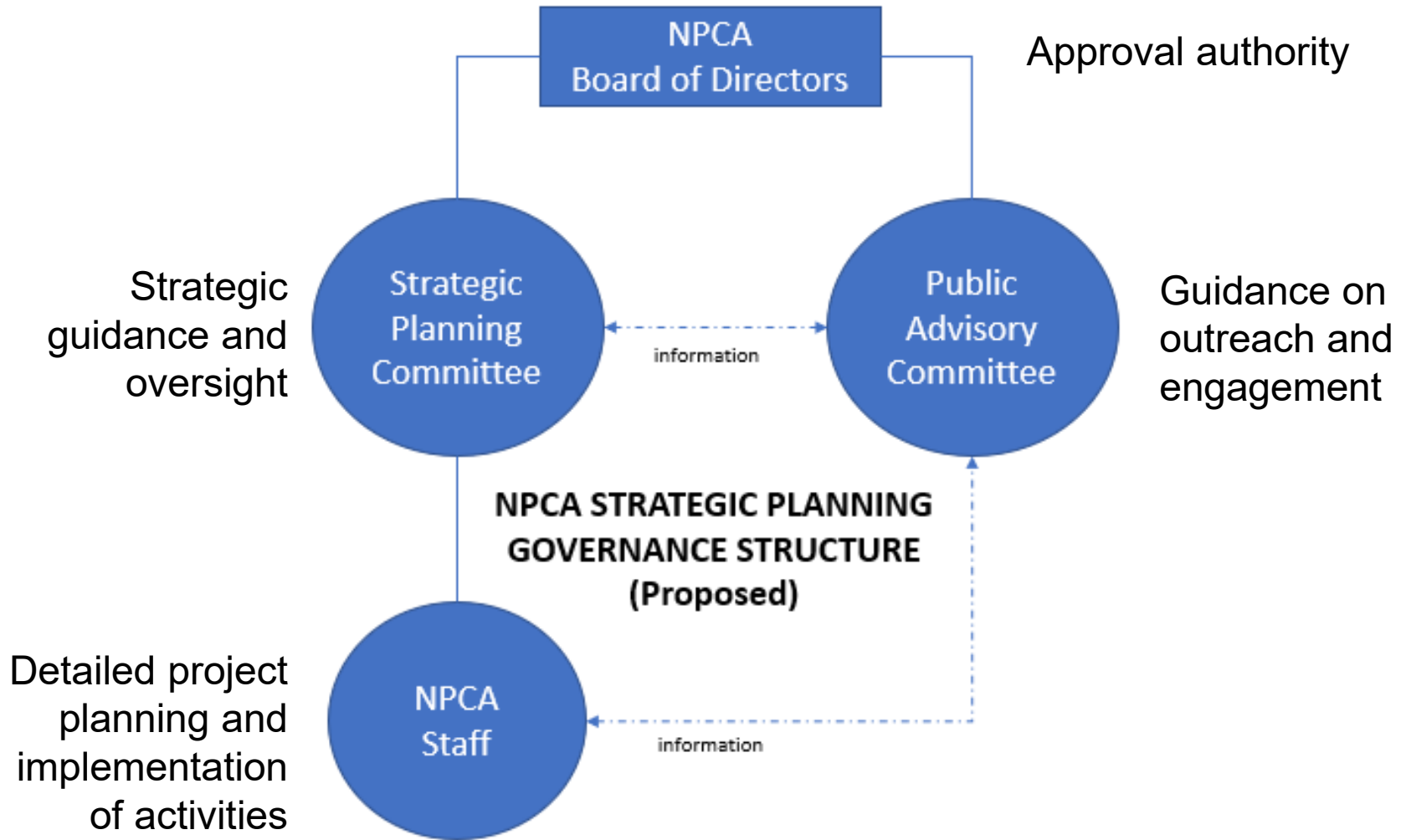
- Opportunity to take a new approach
- Enhanced staff involvement through a cross-organizational Staff Working Group
- Meaningful internal and external engagement
  - Staff, Committee, Board
  - Stakeholders/Partners



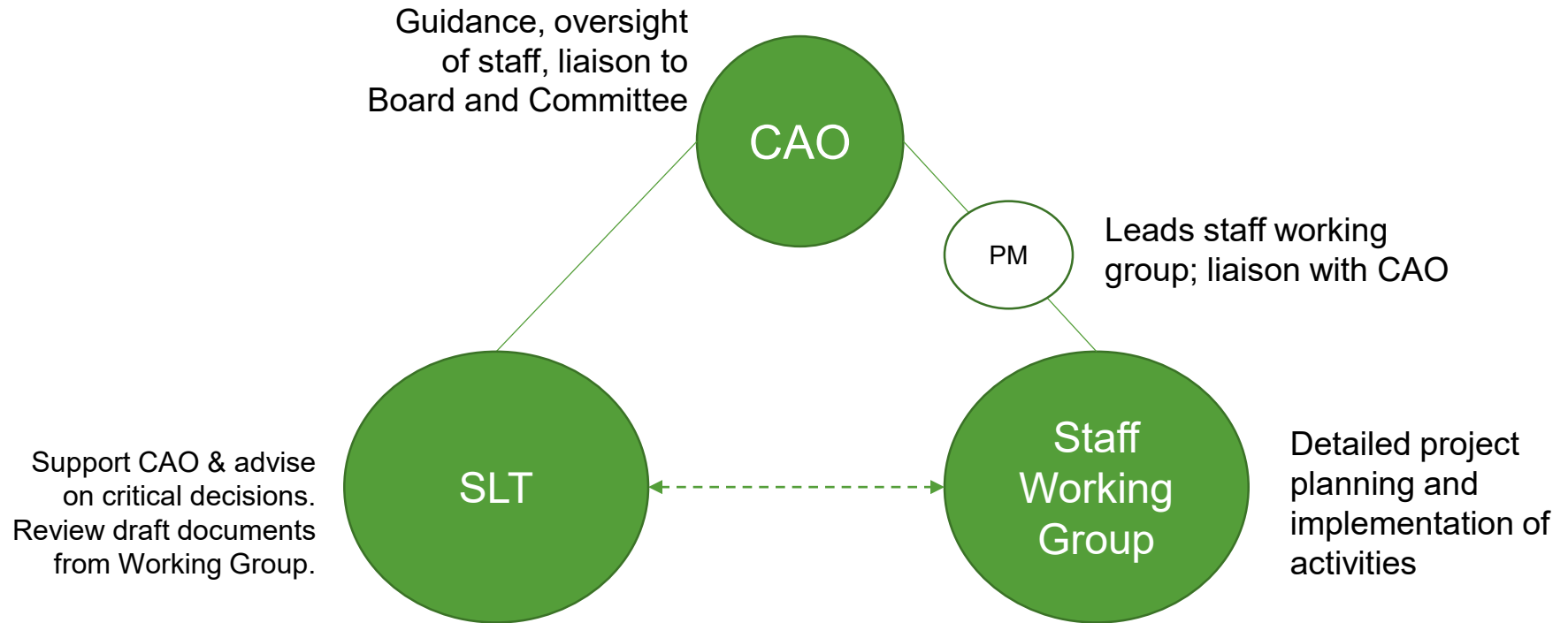




# Governance Structure



# New Staff-Led Approach



## **STAFF STRATEGIC PLANNING GOVERNANCE STRUCTURE**

# Progress on Milestones





## Communication & Engagement Plan

- Guide how we plan to inform the community, our partners, and stakeholders about the initiation of the strategic planning process
- Encourage participation and collaboration in developing a new Strategic Plan





# Input to C&E Plan: Stakeholder Analysis

---

- Stakeholder: any group, individual, organization that can impact or be impacted by a project.
- Goal of analysis was to identify:
  - key groups/audiences (16) and sub-groups;
  - perceived level of interest;
  - communication/engagement goals
  - known and perceived communication/engagement needs;
  - key challenges and issues.

# Communication & Engagement Plan



*A copy of the approved C & E Plan is provided in Report #FA-55-20.*





NIAGARA PENINSULA CONSERVATION AUTHORITY

# SWOT ANALYSIS EXAMPLES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Things the NPCA is good at, within internal control.</p> <p>Examples:</p> <ul style="list-style-type: none"><li>• Processes</li><li>• Resources</li><li>• Programs</li><li>• Assets</li></ul>	<p>What we are lacking, things within our control, barriers for success,</p> <p>Examples:</p> <ul style="list-style-type: none"><li>• Staffing</li><li>• Resources</li><li>• Assets</li><li>• Funding</li></ul>	<p>Situations that exist that must be acted on to benefit from them, emerging (positive) trends, needs or niche to fill.</p> <p>Examples:</p> <ul style="list-style-type: none"><li>• New programs or services</li><li>• Trend: increased nature appreciation</li><li>• Niche: green infrastructure</li></ul>	<p>Potential barriers that may prevent NPCA from reaching objectives, existing/emerging (negative) trends.</p> <p>Examples:</p> <ul style="list-style-type: none"><li>• Political (Bill 108)</li><li>• Funding cuts</li><li>• Negative perceptions</li></ul>
INTERNAL		EXTERNAL	



NIAGARA PENINSULA CONSERVATION AUTHORITY

# SWOT ANALYSIS INSTRUCTIONS



This exercise is to obtain Board input on the NPCA's strengths, weaknesses, opportunities, and threats related to strategic planning.

There are three ways you can participate:

**1** Fill out the online survey: <https://arcg.is/08Pjzy>.

OR

**2** Download the PDF worksheet, fill it out electronically, save it, and email to: [gshaule@npca.ca](mailto:gshaule@npca.ca)

OR

**3** Download the PDF worksheet, print it, fill it out by hand, and fax it to 905-788-1121(attn: Gina Shaule).



# WORKSHEET

**STRENGTHS**

**WEAKNESSES**

**OPPORTUNITIES**

**THREATS**



# WORKSHEET

**TRENDS / OPPORTUNITIES  
CRITICAL TO NPCA SUCCESS**

**PLEASE USE THIS SPACE TO PROVIDE  
OTHER FEEDBACK**

# ACKNOWLEDGEMENTS



## STAFF WORKING GROUP

- ERIC AUGUSTINO
- ROB KURET
- SARAH MASTROIANNI
- STUART MCPHERSON
- KERRY ROYER

## COMMUNICATIONS STAFF

- RENEE BISSON
- ERIKA NAVARRO

## FINANCE STAFF

- ERIC GERVAIS





Questions?



## **COMMUNICATION AND ENGAGEMENT PLAN**

### **- 2020/21 STRATEGIC PLANNING -**

### **Overview**

A Strategic Plan is an organizational document that establishes an organization's direction, gives purpose and priority, guides activities and operations, and helps measure progress against specific objectives. In July 2020, the NPCA Board of Directors launched the process to develop a new NPCA Strategic Plan to guide the organization's priorities and operations for the next 10 years (2021-2031). Through this process, there is an opportunity to bring the NPCA community, Board of Directors, and staff together towards a common inspirational vision in alignment with future strategic priorities. The very nature of the constantly changing environment found within the Niagara Peninsula watershed will demand action and solutions for many variables such as climate change, land use, and community interests. The new Strategic Plan should be bold and visionary with a sound business case and feasible, measurable performance targets.

An important component of successfully developing a Strategic Plan is planning how to communicate effectively, identifying who to communicate and involve in the process, and selecting the most appropriate methods to do so.

Through the strategic planning process, the NPCA aims to:

- ✓ Build and maintain momentum for NPCA work
- ✓ Engage staff and partners in the development of a strong shared vision
- ✓ Engender a sense of ownership, pride and stewardship of the watershed
- ✓ Foster involvement and support for NPCA activities
- ✓ Create strong relationships between NPCA and the community
- ✓ Engage youth to become active participants in conservation
- ✓ Achieve broader and deeper engagement, long-term relationships and local action.

### **PURPOSE**

The Communication and Engagement Plan establishes a framework for involvement and information sharing with NPCA Staff and our watershed community. This document will guide how we plan to inform the community, our partners, and stakeholders about the initiation of the strategic planning process and to encourage participation and collaboration in developing a new Strategic Plan that will guide the next ten years of conservation in our watershed.

### **WHY ARE WE COMMUNICATING AND ENGAGING?**

Various communication and engagement strategies and mediums are required to effectively share information, collect feedback, and involve diverse internal and external audiences.

Authentic community engagement combined with communication best practices fosters effective collaboration, deeper understanding, and stronger relationships.

## WHO ARE WE COMMUNICATING AND ENGAGING WITH?

The term stakeholder is used to define any group, individual, or organization that can impact or be impacted by a project such as, the development and implementation of a new NPCA Strategic Plan.

A thorough stakeholder analysis was conducted by the Staff Strategic Planning Working Group in collaboration with NPCA Communications staff. Refer to Appendix 1 for details on how the stakeholder analysis was conducted as well as the identification of audiences and sub-groups, their perceived level of interest, communication/engagement goals (inform, collect feedback, involve), known and perceived communication/engagement needs, and key challenges and issues.

The stakeholder analysis informed the development of the Communication and Engagement Plan. Given the scope of the strategic planning process, the list of stakeholder audiences was tailored to include key stakeholder groups. Further, where there are similar tools and tactics used for several audiences/groups these were combined.

Through the stakeholder analysis exercise, the following overarching challenges were identified:

- Managing perceptions;
- Virtual engagement only (due to restrictions related to pandemic);
- Time constraints;
- Managing expectations and competing interests;
- Accessibility (e.g., access to internet/computer, physical locations);
- Limited staff capacity at NPCA and other organizations we seek to engage with;
- Interests may be related to specific programs/services and geographic locations.

There are several opportunities through communicating and engaging during the strategic planning process that may transcend into future activities. For example:

- Building awareness about the NPCA's roles and responsibilities;
- Changing perceptions about the NPCA;
- New or enhanced collaboration with partners;
- Shared resources towards projects or joint funding;
- Improved understanding of mutual goals.

## HOW & WHEN DO WE PLAN TO COMMUNICATE AND ENGAGE?

The NPCA is committed to communicating frequently and creating opportunities for meaningful, respectful dialogue with the watershed community throughout the entire strategic planning process.

Table 1 provides a description of the different levels of communication and engagement actions, including their respective purpose and intent. All three levels are incorporated throughout the strategic planning process with an overall goal of growing or creating collaborative relationships with stakeholders in the future.

The preference is for traditional (in-person) engagement opportunities; however, given the restrictions due to the COVID-19 pandemic, we may have to rely on virtual engagement tools and techniques to involve stakeholders in the strategic planning process. It is understood that there may be limitations for involvement due to lack of internet/computer access; therefore, accommodations can be made for requests to participate via hardcopy surveys or other traditional methods. NPCA staff are in the process of procuring a facilitator/consultant that will provide support and input on the engagement tools and techniques and will lead the consultation sessions.

**Table 1.** Levels of communication and engagement goals, their purpose and intent/meaning.

C & E Goal	Purpose	What does it mean?
Inform	Sharing of information to help audiences understand issues, opportunities, or options.	Keep audience informed, ensure all relevant documents are easily accessible, act in full transparency, provide timelines, answer questions in a timely manner.
Collect Feedback	Obtain feedback on analyses, options, and/or decisions related to the Strategic Planning process.	Keep audience informed, listen to views/opinions, act responsibly/ethically with the collected data, populate records of commentary, and share results publicly.
Involve	Work directly with groups to ensure concerns and views are understood and considered.	Ensure audience views and concerns are reflected in analyses and provide feedback on how inputs influenced the final Strategic Plan

Communication and engagement goals and activities are tailored for four separate phases toward the development of a final NPCA strategic plan:

**Phase One: Initiate & Launch Process**

Robust communications and marketing campaigns to build awareness and participation from stakeholder groups to help foster meaningful engagement.

**Phase Two: Collect Feedback & Involve in the Development of the Strategic Plan**

Continue to build awareness about the strategic planning process, collect feedback, and involve stakeholder groups in discussions that will support the development of a draft Strategic Plan.

**Phase Three: Check-in & Validate**

Check-in with stakeholder groups and collect feedback to validate the draft Strategic Plan.

**Phase Four: Launch & Release**

Release the completed NPCA Strategic Plan.

**DID WE SUCCESSFULLY COMMUNICATE AND ENGAGE WITH GROUPS?**

The NPCA wants to ensure that it has successfully reached and engaged the identified key groups (as per the stakeholder analysis). NPCA staff and the consultant will work together to document and synthesize the results of the communication and engagement efforts. This information will be shared with stakeholders. Below is a list of proposed metrics to understand and report on the success of the Communication and Engagement Plan:

- Number of surveys completed (online and hardcopy)
- Number of submissions per levy municipality
- Number of visitors who visited the Engagement Portal/Project Tile
- Compare reach vs engagement metrics on paid digital marketing campaigns
- Organic social media reach and engagement (not paid)
- Calculate how long visitors stayed and informed themselves using the engagement portal (clicked, opened and read)

- Reach and audience statistics for all radio and print marketing markets
- Number of attendees at virtual engagement sessions
- Compilation of feedback and comments during engagement sessions
- Media take-up (# of inquiries, articles, PR value, estimated number of impressions)
- Anecdotal feedback (comments about methods i.e. positive, negative, neutral tonality)

## Phase One: Initiate & Launch Strategic Plan Process (Mid-October - Nov)

Goal: Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.

### Options for Key Messages

- The NPCA is pleased to begin the process of our next strategic plan.
- This strategic plan will guide the organization's priorities and operations for the next 10 years.
- We welcome members of our communities in Niagara, Haldimand, and Hamilton, to join us in this exciting process.
- Stay tuned for more information on how to get involved.

### Communication and Marketing Mediums

- Strategic Plan Project Tile on the 'Get Involved' portal with timelines, important dates, documents, digital engagement tools.
- Development of marketing collaterals (Post cards, handouts, social media graphics, website banners etc.)
- Direct emailing to stakeholder lists
- Traditional earned media (radio interviews, radio ad campaign, and print feature stories)
- Traditional media (print advertisements)
- Social Media (Including NPCA corporate pages and partners/stakeholders)
- Online and Digital Marketing (Google Ads, Digital Screens at focused locations)
- Direct email marketing (email blasts via local organizations such as Greater Niagara Chamber of Commerce, Business Link, Agriculture Association Newsletters, etc.
- Direct Mail (for hardcopy survey requests)
- Presentations

### Engagement tools and techniques

#### Internal:

- Virtual meetings (staff)
- Lunch and Learn presentations
- Presentations (i.e., Public Advisory Committee and Strategic Planning Committee, NPCF)
- NPCA *GetInvolved* engagement portal & SharePoint
- Staff Working Group and input from all staff of project documents

#### External:

- NPCA *GetInvolved* engagement portal (launch)
- Presentations (e.g., municipal councils or other groups)
- Non-virtual methods, upon request

Refer to details on Pages 5-7.

<b>PHASE 1: Initiate &amp; Launch Strategic Plan Process</b> <b>Goal:</b> Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.				
<b>Audience(s)</b>	<b>Tools &amp; Tactics</b>	<b>Tangibles Required</b>	<b>Timing</b>	<b>Lead</b>
Staff, Board of Directors, and NPCF	<b>Direct Email</b> <ul style="list-style-type: none"> <li>Emails to staff from PM</li> <li>CAO to Committee Chair, Board of Directors, and Foundation</li> </ul>	Content	Ongoing as required	Project Manager CAO Comms Staff (as needed)
	<b>Get Involved Portal</b> <ul style="list-style-type: none"> <li>A project tile specific to information meant for staff, widgets on how they will be engaged</li> </ul>	Design and incorporate content for Get Involved Portal	By Oct. 17	Comms Staff Project Manager
	<b>Project SharePoint Site (staff)</b> <ul style="list-style-type: none"> <li>Internal site created for staff to access internal project-related information</li> <li>Working Group uses site for collaboration on documents</li> </ul>	Content for site: meeting notes, agendas, presentations, project documents.	Ongoing as needed	Project Manager
	<b>Email signatures</b> <ul style="list-style-type: none"> <li>Encourage staff to add tag line to email signatures linking to social media, NPCA website, and portal.</li> </ul>	Text or graphic for signature	Sept – Oct 2020	Comms Staff
	<b>Presentation(s)</b>	Presentation content	As needed	Project Manager
Conservation Area Users  General Public	<b>NPCA Website and Get Involved Portal</b> <ul style="list-style-type: none"> <li>Information to be displayed about upcoming strategic plan (i.e., timeline, important dates, documents, digital engagement opportunities)</li> </ul>	Content for site and portal Launch video	Portal by Oct. 17 Website by Oct. 19 Updated as needed	Comms staff Project Manager
	<b>MailChimp Email Campaign:</b> <ul style="list-style-type: none"> <li>Emails tailored with key messages sent to NPCA master list which includes volunteers, passive users, anglers/hunters, campers, educational program/camp users, lease holders, festival and special event vendors, community groups, restoration landowners, and more.</li> </ul>	Email template Launch video	Mid-Oct.  <i>Ongoing as needed at key milestones</i>	Comms Staff
	<b>Social media channels</b> <ul style="list-style-type: none"> <li>Digital communications to inform about upcoming engagement opportunities</li> <li>Can be tailored to areas of interests (e.g., hikers, anglers, hunters, campers, etc.)</li> </ul>	Branded graphics Content/Key messages	Oct. – Nov 2020	Comms Staff
	<b>Printed Collateral:</b> <ul style="list-style-type: none"> <li>Posters at NPCA properties where there is a building informing about how to get involved in the strategic plan process.</li> </ul>	Postcard Poster	Mid-Oct.	Comms Staff
	<b>Media Release &amp; Traditional Media:</b> <ul style="list-style-type: none"> <li>earned radio and print feature opportunities as well as paid advertising</li> </ul>	Media release PSA Community notices	Oct. – Nov 2020	Comms Staff

<b>PHASE 1: Initiate &amp; Launch Strategic Plan Process</b> <b>Goal:</b> Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.				
<b>Audience(s)</b>	<b>Tools &amp; Tactics</b>	<b>Tangibles Required</b>	<b>Timing</b>	<b>Lead</b>
Government Agencies  Municipal Partners  Community Organizations (NGOs)	<b>Letter from Board Chair</b> <ul style="list-style-type: none"> <li>To support all efforts and gain further involvement/support, a letter sent to appropriate reps on behalf of BOD and CAO.</li> </ul>	Letter from Board Chair	Mid-Oct.	Comms Staff, CAO, Board Chair
	<b>NPCA Website and Get Involved Portal</b> <ul style="list-style-type: none"> <li>Information to be displayed about upcoming strategic plan (i.e., timeline, important dates, documents, digital engagement opportunities)</li> </ul>	Content for site and portal	Portal by Oct. 17 Website by Oct. 19 Updated as needed	Comms staff Project Manager
	<b>MailChimp Email Campaign</b> <ul style="list-style-type: none"> <li>Compile a list of government agencies and municipal partners; consistent information but tailored to roles/responsibilities, as appropriate. Include link to general media release</li> </ul>	List of agency reps. Content for emails	Mid-Oct.  <i>Ongoing as needed at key milestones</i>	Comms Staff
	<b>Printed Collateral</b> <ul style="list-style-type: none"> <li>General postcard and/or poster sent with letter with request to share with their audience (direct mailing, graphic on their website, share on social media.</li> </ul>	Postcard Poster	Mid-Oct.	Comms Staff
	<b>Presentation(s)</b> <ul style="list-style-type: none"> <li>Oral presentation about the strategic planning process to municipal councils and others (as requested).</li> </ul>	Presentation content	As needed	Project Manager
Indigenous Communities	<b>Emails to existing contacts</b> <ul style="list-style-type: none"> <li>Reach out to existing contacts at local First Nations, Métis Nation of Ontario, local Friendship Centre contacts, Public Advisory Committee Indigenous representative to ask for their input on preferred communication and engagement needs</li> <li><b><i>This entire section may be further tailored depending on responses</i></b></li> </ul>	Email	Sept.	Project Manager Comms Staff
	<b>Letter from Board Chair</b> <ul style="list-style-type: none"> <li>A letter to be sent to the appropriate representatives (e.g., Band representative, elected council rep., Friendship Centre Director, Department of Consultation and Accommodation, etc.).</li> </ul>	Letter from Board Chair	Mid-Oct.	Project Manager Comms Staff, CAO, Board Chair
	<b>Printed Collateral</b> <ul style="list-style-type: none"> <li>General postcard and/or poster sent with letter with request to share with their community members/citizen.</li> </ul>	Postcard Poster	Oct 2020	Comms Staff
	<b>Other opportunities (if permitted and desired)</b> <ul style="list-style-type: none"> <li>Notification/ads in the MCFN EaglePress Newsletter, MNO Métis Voyageur Newsletter</li> </ul>	Graphic/ad content for newsletter	TENTATIVE	Comms Staff



## PHASE 1: Initiate & Launch Strategic Plan Process

**Goal:** Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.

Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
<u>PAC Sectors:</u> Agricultural, Development, Environmental, Planning, Tourism/Business, Educational	<b>Letter from Board Chair</b> <ul style="list-style-type: none"> <li>A letter to be sent on behalf of Board of Directors &amp; CAO to each group (see stakeholder analysis); letter customized to each group.</li> </ul>	Letter from Board Chair	Mid-Oct.	Project Manager Comms Staff, CAO, Board Chair
	<b>Printed Collateral:</b> <ul style="list-style-type: none"> <li>General postcard and/or poster sent with letter with request to share with their memberships and audiences. Upon request, more materials can be provided.</li> </ul>	Postcard Poster	Oct 2020	Comms Staff
	<b>NPCA Website and Get Involved Portal</b> <ul style="list-style-type: none"> <li>Information to be displayed about upcoming strategic plan (i.e., timeline, important dates, documents, digital engagement opportunities)</li> </ul>	Content for site and portal	Portal by Oct. 17 Website by Oct. 19 Updated as needed	Comms staff Project Manager
	<b>MailChimp Email Campaign</b> <ul style="list-style-type: none"> <li>Using a separate master list for each sector, emails sent at the same time with general information but separately if information needs to be tailored</li> <li>Ensure input from staff in other departments so list includes appropriate contacts/ reps</li> <li>Leveraging existing relations with the Greater Niagara Chamber of Commerce and local associations and groups, staff can also use these direct marketing mediums.</li> </ul>	Tailored lists Email template	Mid-Oct.	Comms Staff Working Group (input)
	<b>Social media channels</b> <ul style="list-style-type: none"> <li>Digital communications to inform about upcoming engagement opportunities</li> <li>Posts will be tagged using close relationships/partnerships for further promotion with call to action (please share, retweet).</li> <li>Where pages or groups are available (e.g., specific NPCA property pages, nature club Facebook pages, etc.) information may be posted there as well.</li> </ul>	Branded graphics Content/Key messages	Oct. – Nov 2020	Comms Staff
	<b>Presentation(s)</b> Oral presentation about the strategic planning process to municipal councils and others (as requested).	Presentation content	As needed	Project Manager
Members of the Media	<b>Media Release &amp; Interviews</b> Media release about beginning the strategic planning process (include key messages) with links to website, social media and Get Involved portal.	Media release	Mid-Oct. (media release) Media interviews same week as release.	Comms Staff
	<b>Social media channels</b> <ul style="list-style-type: none"> <li>Graphics and branded print materials sent for promotion and further distribution</li> </ul>	Branded graphics	Oct. – Nov 2020	Comms Staff

## Phase Two: Collect Feedback & Involve in the Development of the Strategic Plan (Oct – Dec 2020)

### Goals

- Continue to build awareness about the NPCA and its strategic planning process;
- Collect feedback and involve stakeholders in the initial themes and strategic directions determined by staff and the Board of Directors toward the development of a draft Strategic Plan.

### Options for Key Messages

- Everyone has a role to play in protecting and conserving our healthy watersheds. The NPCA welcomes you to get involved in its next Strategic Plan that will guide the organization's priorities and operations for the next 10 years.
- Participate in this exciting process and help shape our commitment to healthy watersheds today and into the future. Submit your comments, ideas, and feedback through a variety of traditional and non-traditional methods of engagement and virtual consultation.
- Be a part of the NPCA's future! We are seeking to develop a common inspirational vision aligned with strategic priorities for the health of Niagara Peninsula watershed.
- All of the above will be tied to calls to actions (i.e., visit link, participate in virtual town hall, submit your survey, get involved, follow us, share the word, etc.)

### Communication and Marketing Mediums

- Informational handouts
- Development of marketing collaterals (Postcards, handouts, social media graphics, website banners etc.)
- Direct emailing to stakeholder lists
- Traditional earned media (radio interviews, radio ad campaign, and print feature stories)
- Traditional media (print advertisements)
- Social Media (including NPCA corporate pages and partners/stakeholders)
- Online and Digital Marketing (Google Ads, Digital Screens at focused locations)
- Direct email marketing (email blasts via local organizations such as Greater Niagara Chamber of Commerce, Business Link, Agriculture Association Newsletters, etc.)
- Direct Mail (for hardcopy survey requests)
- Get Involved promotional video

### Engagement Tools & Techniques

The preference is for traditional (in-person) engagement opportunities; however, given the restrictions due to the COVID-19 pandemic, we may have to rely on virtual engagement tools and techniques to involve stakeholders in the strategic planning process. It is understood that there may be limitations for involvement due to lack of internet/computer access; therefore, accommodations can be made for requests to participate via hardcopy surveys or other traditional methods (e.g., one-on-one meetings with project team).

We are in the process of procuring a facilitator/consultant that will provide support and input on the engagement tools and techniques and will lead the virtual consultation sessions. This section may be updated based on their recommended approach.

The main tool that will be utilized to engage all stakeholders in the strategic planning process is the NPCA *GetInvolved* online engagement portal which hosts a variety of NPCA projects and initiatives. The purpose of the *GetInvolved* portal is to provide a space where members of the community can get informed and provide feedback to help shape the NPCA's strategic objectives.

**Internal:**

- Virtual meetings
- 'Lunch and Learn' presentations
- Consultations Sessions (staff & Board)
- NPCA *GetInvolved* Portal & SharePoint access to internal docs
- Staff Working Group and input from all staff of project documents

**External:**

- NPCA *GetInvolved* engagement portal
- Pre-recorded presentation on the Engagement Portal
- Virtual Town Halls/Public Information Sessions, streamed to YouTube
- Survey on strategic objectives
- Traditional methods, as appropriate

**The following is a list of available *GetInvolved* widgets for use during Phase 2:**

- Survey (Collection of Opinions)
- Sign up banner to follow the project
- Frequently Asked Questions
- Questions and Answers
- "Who's Listening" Tool (with information about the project team)
- Discussion Forums
- Ideas (Comments on Themes)
- Polls (Voting on Themes)
- Places (Mapping Tool)
- Social Media embedded

Refer to details on Pages 10-11.

<b>PHASE 2: Collect Feedback and Involve in the Development of the Strategic Plan</b> <b>Goals:</b> continue to build awareness about the NPCA and its strategic planning process, collect feedback and involve stakeholders in the initial themes and strategic directions toward the development of a draft Strategic Plan.				
<b>Audience(s)</b>	<b>Tools &amp; Tactics</b>	<b>Tangibles Required</b>	<b>Timing</b>	<b>Lead</b>
Staff, Board of Directors, and NPCF	<b>Direct Email</b> <ul style="list-style-type: none"> <li>Emails to staff from PM, information sharing from Work Group Members to staff</li> <li>CAO to Committee Chair, Board of Directors, and Foundation</li> </ul>	Content	Ongoing as required	Project Manager & Work Group CAO Comms Staff (as needed)
	<b>Get Involved Portal</b> <ul style="list-style-type: none"> <li>A project tile specific to information on how staff will be engaged using staff-specific widgets</li> <li>Once the portal is up and running, this tool will be used to send friendly reminders as new widgets or information become available.</li> </ul>	Update content for Get Involved Portal	Completed in phase 1 and updates as needed	Comms Staff Project Manager
	<b>Project SharePoint Site (staff)</b> <ul style="list-style-type: none"> <li>Internal site created for staff to access internal project-related information</li> <li>Working Group uses site for collaboration on documents</li> </ul>	Content for site: meeting notes, agendas, presentations, project documents.	Ongoing as needed	Project Manager
	<b>Virtual Consultation Sessions: Mission, Vision, Core Values &amp; Strategic Objectives</b> <ul style="list-style-type: none"> <li>Session with Board of Directors</li> <li>Session with all staff</li> </ul>	TBD	Oct-Nov.	Consultant (with support from Project Manager and Comms staff)
Indigenous Communities	<b>Details for this group will be determined after reaching out in Phase 1 and will be based on desired level of engagement.</b>	TBD	Nov. - Dec.	Project Manager Comms Staff
Members of the Media	<b>Media Release &amp; Interviews</b> Media release about getting involved in the strategic planning process (include key messages and potential themes) with links to website, social media and Get Involved portal.	Media release	Nov. (when sessions scheduled) Media interviews same week as release.	Comms Staff (with support from Project Manager)

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<b>PHASE 2: Collect Feedback and Involve in the Development of the Strategic Plan</b> <b>Goals:</b> continue to build awareness about the NPCA and its strategic planning process, collect feedback and involve stakeholders in the initial themes and strategic directions toward the development of a draft Strategic Plan.				
<b>Audience(s)</b>	<b>Tools &amp; Tactics</b>	<b>Tangibles Required</b>	<b>Timing</b>	<b>Lead</b>
Conservation Area Users  General Public  Community Groups  Government Agencies  Municipal Partners  <u>PAC Sectors:</u> Agricultural, Development, Environmental, Planning, Tourism/Business, Educational	<b>NPCA Website and Get Involved Portal</b> Information to be displayed about upcoming opportunities to get involved (e.g., dates for virtual engagement sessions, supporting documents)	Get Involved promo video Content updated for phase 2.	Nov.	Comms staff Project Manager
	<b>MailChimp Email Campaign</b> Continue to use NPCA master list and staff contacts to inform groups about upcoming engagement opportunities, including surveys on potential themes, discussion opportunities, upcoming events.	Email template & content Surveys, themes	Late Oct. – Nov.	Comms Staff
	<b>Social media channels</b> <ul style="list-style-type: none"> <li>Digital communications to promote involvement using the portal and engagement virtual engagement sessions (when scheduled)</li> <li>Design graphics that highlight themes and strategic objectives from the Board/Staff engagement sessions.</li> <li>Create Facebook event(s) when virtual engagement sessions are scheduled.</li> </ul> Can target digital ads according to location and/or areas of interest.	Branded graphics with key messages on themes from staff/board sessions	Oct. – Nov 2020	Comms Staff
	<b>Printed Collateral</b> <ul style="list-style-type: none"> <li>Posters at NPCA properties where there is a building informing about how to get involved in the strategic plan process, including upcoming engagement events.</li> </ul>	Postcard Poster	Nov.	Comms Staff
	<b>Media Release &amp; Traditional Media</b> <ul style="list-style-type: none"> <li>earned radio and print feature opportunities as well as paid advertising to announce more details on the process, how to get involved and highlight proposed themes and strategic objectives</li> </ul>	Media release PSA Community notices	Nov.	Comms Staff
	<b>Direct Mail</b> <ul style="list-style-type: none"> <li>provided when member(s) of the community requests hardcopy surveys or supporting materials for involvement using non-virtual means.</li> </ul>	TBD	As needed	Comms Staff Project Manager
	<b>Online and digital marketing</b> <ul style="list-style-type: none"> <li>Targeted Google Ads based on locations</li> <li>Digital advertising at focused locations (e.g., Niagara Health system locations), community notice boards, and online community event calendars.</li> </ul>	Branded graphics with key messages, dates for participation, and/or themes from staff/board sessions	Nov.	Comms Staff
	<b>Virtual Engagement Session(s) &amp; Survey</b> <ul style="list-style-type: none"> <li>Details on approach to be guided by consultant.</li> <li>Survey developed to collect feedback on strategic objectives.</li> </ul>	Presentation Information sheets Survey & polls	Nov. – Dec.	Consultant (with support from Project Manager and Comms staff)

## Phase Three: Check-in and Validate (Jan-March 2021)

Goal: Check-in and follow-up with interested stakeholder groups to validate the draft Strategic Plan.

### Options for Key Messages

- Thank you for engaging with us. You can now provide feedback on our draft Strategic Plan.
- We heard and listened to you! Come check out the results from our public engagement activities.

### Communication and Marketing Mediums

- Draft Strategic Plan, including strategic objectives (themes) and actions
- Development of marketing collaterals (Posters, social media graphics, website banners with updated messaging, if required)
- Direct emailing to stakeholder lists
- Social Media (including NPCA corporate pages and partners/stakeholders)
- Direct Mail (for hardcopy requests to accommodate involvement with non-virtual means)

### Engagement Tools & Techniques

Engagement in this phase should be more targeted (e.g., through a question in the phase 2 survey, we can find out who wants to receive follow-up information). The main tool that will be utilized to engage stakeholders in the strategic planning process is the NPCA *GetInvolved* online engagement portal which hosts a variety of projects and initiatives. It is understood that there may be limitations for involvement due to lack of internet/computer access; therefore, accommodations can be made for requests to participate via hardcopy surveys or other traditional methods (e.g., one-on-one meetings with project team).

A facilitator/consultant will synthesize and document information from the previous engagement sessions to support this phase. This section may be updated based on their recommended approach.

#### Internal:

- Virtual staff meetings
- ‘Lunch and Learn’ presentations
- Presentations to Board & its Sub-Committees
- NPCA *GetInvolved* engagement portal
- Staff Working Group and input from all staff of project documents

#### External:

- NPCA *GetInvolved* engagement portal
- Poll(s)
- Virtual presentation posted to portal
- Non-virtual methods, upon request

### **The following is a list of available widgets for engagement use Phase 3:**

- Survey and/or Polls
- Frequently Asked Questions
- Questions and Answers
- Discussion Forums
- “Who’s Listening” Tool (with information about the project team)
- Social Media embedded

Refer to details on Pages 13-14.



<b>PHASE 3: Check-in and Validate</b> <b>Goal: Check-in with stakeholder groups and collect feedback to validate the draft Strategic Plan</b>				
<b>Audience(s)</b>	<b>Tools &amp; Tactics</b>	<b>Tangibles Required</b>	<b>Timing</b>	<b>Lead</b>
Staff, Board of Directors, and NPCF	<b>Direct Email</b> <ul style="list-style-type: none"> <li>Emails to staff from PM, information sharing from Work Group Members to staff</li> <li>CAO to Committee Chair, Board of Directors, and Foundation</li> </ul>	Content	Ongoing as required	Project Manager & Work Group CAO Comms Staff (as needed)
	<b>Get Involved Portal</b> <ul style="list-style-type: none"> <li>A project tile specific to information on how to get engaged</li> <li>Once the portal is up and running, this tool will be used to send friendly reminders as new widgets or information become available.</li> <li>Surveys/polls</li> <li>Finalized project documents</li> </ul>	Update content for Get Involved Portal	Completed in phase 1 and updated as needed	Comms Staff Project Manager Consultant (input on survey/poll)
	<b>Project SharePoint Site (staff)</b> <ul style="list-style-type: none"> <li>Internal site created for staff to access internal project-related information</li> <li>Working Group uses site for collaboration on documents</li> </ul>	Content for site: meeting notes, agendas, presentations, project documents.	Ongoing as needed	Project Manager
Indigenous Communities	<b>Details for this group will be determined after reaching out in Phase 1 and will be based on desired level of engagement.</b>	TBD		
Members of the Media	<b>Media Advisory/Corporate Statement</b> Media advisory about this phase of the strategic planning process (include key messages and potential themes) with links to website, social media and Get Involved portal.	Media release or Corporate Statement on Website	When draft plan is ready for release	Comms Staff (with support from Project Manager)

*[Continued on next page]*

<b>PHASE 3: Check-in and Validate</b> <b>Goal: Check-in with stakeholder groups and collect feedback to validate the draft Strategic Plan</b>				
<b>Audience(s)</b>	<b>Tools &amp; Tactics</b>	<b>Tangibles Required</b>	<b>Timing</b>	<b>Lead</b>
Conservation Area Users	<b>MailChimp Email Campaign</b> <ul style="list-style-type: none"> <li>Continue to use a targeted NPCA master list to inform groups about the Check-in and Validate Phase.</li> </ul>	Email template & content, Surveys.	Jan-March	Comms Staff
General Public	<b>NPCA Website and Get Involved Portal</b> <ul style="list-style-type: none"> <li>Information available on the draft Strategic Plan and how to participate in Phase Three.</li> <li>Once the portal is up and running, this tool will be used to send friendly reminders as new widgets or information become available.</li> <li>Surveys/polls</li> <li>Finalized project documents</li> </ul>	Update content for Get Involved Portal. Surveys	Jan-March	Comms Staff Project Manager Consultant (input on survey/poll)
Community Groups	<b>Social media channels</b> <ul style="list-style-type: none"> <li>Digital communications to promote involvement in using the portal to provide comments.</li> <li>Targeted digital ads according to location and/or areas of interest (if budget permits)</li> </ul>	Branded graphics with key messages on Phase Three.	Jan-March	Comms Staff
Government Agencies				
Municipal Partners	<b>Online and digital marketing</b> <ul style="list-style-type: none"> <li>Targeted Google Ads based on locations (if budget permits)</li> <li>Digital advertising at focused locations (e.g. community notice boards, and online community event calendars.) (if budget permits)</li> </ul>	Branded graphics with key messages on Phase Three.	Jan-March	Comms Staff
<u>PAC Sectors:</u> Agricultural, Development, Environmental, Planning, Tourism/Business, Educational				

## Phase Four: Finalize and Launch (April – June 2021)

Goal: Inform stakeholder groups when the NPCA Board of Directors have approved and are launching the final strategic plan and thank them for participating/engaging.

### Options for Key Messages

- We've launched our new strategic plan! Thank you for helping us build a framework for the future.
- Sharing successes and thanking the audiences for providing input for the future of the NPCA.

### Communication and Marketing Mediums

- Development of marketing collaterals (social media graphics, website banners etc.)
- Direct emailing to stakeholder lists
- Traditional earned media (radio interviews, radio ad campaign, and print feature stories)
- Social Media (including NPCA corporate pages and partners/stakeholders)
- Direct email marketing (email blasts via local organizations such as Greater Niagara Chamber of Commerce, Business Link, Agriculture Association Newsletters, etc.)
- Direct Mail (for hardcopy strategic plans)
- Final Strategic Plan 2021-2031 (printed and online)
- Strategic Plan Promotional video highlighting themes and strategic objectives
- Pull-up banners (for future promotional use at local events)

### Engagement Tools & Techniques

This phase does not require as much engagement and will mostly be focused on information sharing/dissemination.

#### Internal:

- All staff meeting
- Presentations to Board & its Sub-Committees

#### External:

- NPCA *GetInvolved* engagement portal

Refer to details on Page 16.

PHASE 4: Finalize and Launch				
Goal: Inform stakeholder groups when the NPCA Board of Directors have approved and are launching the final strategic plan and thank them for participating/engaging.				
Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Staff, Board of Directors, and NPCF	<b>Direct Email</b> <ul style="list-style-type: none"> <li>Emails to staff from PM, information sharing from Work Group Members to staff CAO to Committee Chair, Board of Directors, and Foundation</li> </ul>	Content	Ongoing as required	Project Manager & Work Group CAO Comms Staff (as needed)
	<b>Get Involved Portal</b> <ul style="list-style-type: none"> <li>Friendly reminders as new information becomes available.</li> </ul>	Update content for Get Involved Portal	Completed in phase 1 and updates as needed	Comms Staff Project Manager
	<b>Project SharePoint Site (staff)</b> <ul style="list-style-type: none"> <li>Internal site created for staff to access internal project-related information</li> </ul>	Content for site	Ongoing as needed	Project Manager
Indigenous Communities	<b>Details for this group will be determined after reaching out in Phase 1 and will be based on desired level of engagement.</b>	TBD	TBD	
Conservation Area Users	<b>MailChimp Email Campaign</b> <ul style="list-style-type: none"> <li>Continue to use a targeted NPCA master list to inform groups on how to access the final Strategic Plan.</li> </ul>	Email template & content	June 2021	Comms Staff
General Public	<b>NPCA Website and Get Involved Portal</b> <ul style="list-style-type: none"> <li>Information available on the final Strategic Plan and a thank you for participating in the process.</li> </ul>	Update content and project timelines for Get Involved Portal.	June 2021	Comms Staff
Community Groups	<b>Social media channels</b> <ul style="list-style-type: none"> <li>Digital communications to promote the launch.</li> <li>Targeted digital ads according to location and/or areas of interest.</li> </ul>	Branded graphics with key messages on launch of final Strategic Plan document.	June 2021	Comms Staff
Government Agencies	<b>Online and digital marketing</b> <ul style="list-style-type: none"> <li>Targeted Google Ads based on locations (\$)</li> <li>Digital advertising at focused locations (e.g. community notice boards, and online community event calendars.) (\$)</li> </ul>	Branded graphics with key messages on launch of final Strategic Plan document.	June 2021	Comms Staff
Municipal Partners	<b>Printed Collateral</b> <ul style="list-style-type: none"> <li>Final Strategic Plan, posters at NPCA properties where there is a building.</li> </ul>	Booklets, posters.	June 2021	Comms Staff, Operations Staff
<u>PAC Sectors:</u> Agricultural, Development, Environmental, Planning, Tourism/Business, Educational	<b>Direct Mail</b> <ul style="list-style-type: none"> <li>Provided when member(s) of the community requests hardcopies.</li> </ul>	Booklets.	June 2021	Administrative Staff
	<b>Presentations</b> to municipal councils and PAC	Presentation content	June 2021	Project Manager & CAO
	<b>Media Release &amp; Interviews</b> Media release about the launch of the new Strategic Plan with links to website, social media and Get Involved portal.	Media release	June 2021	Comms Staff, Project Manager

## - APPENDIX 1 - STAKEHOLDER ANALYSIS

### BACKGROUND

The broad term 'stakeholder' is used to define any group, individual, or organization that can impact or be impacted by a project such as, the development and implementation of a new NPCA Strategic Plan.

The goal of this exercise was to identify:

- key stakeholder groups/audiences and sub-groups that may have an interest in the development of the NPCA strategic plan;
- their perceived level of interest;
- communication/engagement goals (inform, collect feedback, involve);
- known and perceived communication/engagement needs; and
- key challenges and issues.

The purpose of this internal document is to serve as an input to help guide the strategic planning process (information gathering) led by a Staff Working Group in collaboration with NPCA Communications Staff. Specifically, the information produced in the stakeholder analysis will be used to help inform the development of a draft Communication and Engagement Plan. From this analysis, a list of overarching challenges, issues, or needs that may be common to several groups will be identified and can be addressed with similar communication/engagement tools and techniques.

LEGEND FOR STAKEHOLDER ANALYSIS CHART	
Column header	Meaning
Audience	Broad grouping of various 'stakeholders'.
Sub-group/details	More details on specific groups to reach out to.
Perceived level of interest	Specific interest in the NPCA strategic planning process
Communication & Engagement Goal	Based on perceived interest, this is the goal for communicating/engaging in the strategic planning process. <u>Inform</u> : Sharing of information to help audiences understand issues, opportunities, or options. <u>Feedback</u> : Obtain feedback on analyses, options, and/or decisions related to the Strategic Planning process <u>Involve</u> : Work directly with groups to ensure concerns and views are understood and considered.
Known/Perceived C&E Needs	Needs from the audience perspective (i.e. how various groups might want to receive info or be engaged) and needs for staff to follow-up for more information on how best to engage/communicate.
Key Issues / Challenges	Known key challenges and/or issues that might impact our ability to communicate/engage with groups toward developing a strategic plan.

NOTES: some groups fall under several categories, so the best available fit was used to include one group per audience. Where applicable, associations/committees were identified as a venue for broad information sharing. The 'inform' goal will cast a broad net to appropriately determine which groups want to continue to be involved throughout the process.

Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C&E Needs	Key Issues and/or Challenges
Staff	<ul style="list-style-type: none"> <li>All staff</li> <li>Strategic Planning Working Group</li> <li>Senior Leadership Team</li> </ul>	High	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Frequent information dissemination about overall process/progress</li> <li>Clear, consistent two-way communication</li> <li>Desire to be involved and views taken into account</li> <li>Equal information dissemination to all staff</li> <li>Informed/involved in decisions</li> </ul>	<ul style="list-style-type: none"> <li>Working remotely results in limited or more challenging collaboration</li> <li>Virtual meetings (challenge for engagement)</li> <li>Lack of connectedness between departments</li> <li>Lack of engagement in past Strategic Plan processes</li> <li>Limited capacity (time to participate)</li> </ul>
Board of Directors	<ul style="list-style-type: none"> <li>Full Authority</li> <li>Source Protection Authority</li> <li>Strat Plan Committee</li> <li>Public Advisory Committee</li> <li>Source Protection Committee</li> </ul>	High	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Frequent &amp; timely information dissemination about overall process/progress</li> <li>Clear, consistent two-way communication</li> <li>Desire to be involved and views taken into account</li> <li>Information exchange follows a process (e.g., CAO as liaison, Strat Plan Committee recommendations to Board)</li> <li>To fulfill NPCA mandate</li> <li>Final decision-making on key items</li> </ul>	<ul style="list-style-type: none"> <li>Time limitations: <ul style="list-style-type: none"> <li>Board and Committees meet only once per month;</li> <li>Lag in decision-making process/timing</li> </ul> </li> <li>Virtual meetings (challenge for engagement)</li> </ul>
NPC Foundation	<ul style="list-style-type: none"> <li>NPCF Board</li> </ul>	High	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Ensure frequent information exchange</li> <li>Clear, consistent, frequent two-way communication</li> <li>Desire to be involved and views taken into account</li> <li>Feedback required on programs and services as it relates to relationship/MOU with NPCA</li> </ul>	<ul style="list-style-type: none"> <li>Virtual meetings (challenge for engagement)</li> <li>Limited capacity (1 part-time staff, volunteers)</li> <li>Possible issues with public perception over the relationship between NPCA and NPCF.</li> </ul>
Government Agencies	<ul style="list-style-type: none"> <li>Auditor General of Ontario (inform)</li> <li>Niagara Parks Commission</li> <li>Ontario Ministry of Natural Resources &amp; Forestry</li> <li>Ontario Ministry of Environment, Conservation and Parks</li> <li>Ontario Ministry of Heritage, Sport, Tourism and Culture Industries</li> <li>Ontario Ministry of Agriculture, Food and Rural Affairs</li> <li>Environment and Climate Change Canada</li> <li>Ontario Ministry of Transportation</li> <li>Conservation Ontario</li> <li>Ontario Power Generation</li> <li>Niagara Escarpment Commission</li> <li>St. Lawrence Seaway Corporation</li> <li>Fisheries and Oceans Canada</li> <li>Parks Canada</li> </ul>	Medium	Inform Feedback	<ul style="list-style-type: none"> <li>Information needed on their desired level of engagement</li> <li>Feedback required on programs and services as it relates to their partnerships/relationship with NPCA</li> <li>Need to maintain existing relationship/partnership (in some capacity) with each group.</li> <li>Need to find out appropriate contact person and procedure for disseminating information appropriately</li> </ul>	<ul style="list-style-type: none"> <li>Challenges: <ul style="list-style-type: none"> <li>Unsure about desired level of engagement</li> <li>Garnering interest in the strategic planning process</li> <li>Reaching the right contact person(s) in a large organization</li> <li>Virtual meetings (challenge for engagement)</li> <li>Level of engagement desired/required (i.e., how much do we engage?)</li> <li>If engagement not adequate, relationships may be impacted.</li> </ul> </li> <li>If not engaged appropriately and strategic plan doesn't fulfill expected services, then there could be potential issues (e.g., related to contribution agreements, MOUs).</li> </ul>
Indigenous Communities	<ul style="list-style-type: none"> <li>Mississaugas of the Credit First Nation</li> <li>Six Nations of the Grand River</li> <li>Métis Nation of Ontario (Region 9)</li> <li>Haudenosaunee Confederacy</li> <li>Friendship Centres</li> <li>Soaring Eagles School</li> </ul>	High	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Clear, consistent two-way communication</li> <li>Desire to be involved and views taken into account</li> <li>Need to reach out to existing contacts to find out the individual group's desired engagement needs</li> <li>Engagement needs will vary between the different groups and should be tailored to each</li> </ul>	<ul style="list-style-type: none"> <li>Challenges: <ul style="list-style-type: none"> <li>Limited knowledge &amp; experience at NPCA with Indigenous Peoples</li> <li>Limited capacity (on their end) for involvement</li> <li>Reaching the right contact person(s)</li> <li>Time limitations</li> <li>No relationship with Haudenosaunee Confederacy</li> <li>Virtual meetings (challenge for engagement)</li> <li>May not be aware of the various roles/responsibilities of the NPCA</li> </ul> </li> <li>Relationship with MCFN and Métis Nation of Ontario is just starting and not yet well-established</li> <li>Limited relationship with Six Nations of the Grand River</li> <li>Interests may be related to specific park usage and Indigenous rights (i.e., hunting, fishing)</li> <li>Limited relationship with the local Friendship Centres</li> <li>Good relationship with Soaring Eagles School staff and students</li> </ul>



Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C & E Needs	Key Issues and/or Challenges
Municipal Partners	<ul style="list-style-type: none"> <li>Niagara Region</li> <li>Watershed municipalities, including City of Hamilton and Haldimand County</li> <li>Municipal Environmental Advisory Committees</li> <li>Active Transportation Committee</li> </ul>	High	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Clear, consistent two-way communication;</li> <li>Desire to be involved and views taken into account;</li> <li>Feedback required on programs and services as it relates to their partnerships and relationship with NPCA (e.g., MOUs)</li> <li>Need to maintain and enhance existing relationship with each group.</li> <li>Need to maintain or enhance existing and potential partnership with groups.</li> <li>Need to find out appropriate contact person and procedure for disseminating information appropriately</li> <li>Need to coordinate with other municipal/regional official plans to ensure clear and defined roles/responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Challenges: <ul style="list-style-type: none"> <li>Reaching the right contact person(s), consideration for engagement through Board Members</li> <li>Virtual meetings (challenge for engagement)</li> <li>Level of engagement desired/required (i.e., how much do we engage?)</li> <li>If engagement not adequate, relationships may be impacted.</li> </ul> </li> <li>If not engaged appropriately and strategic plan doesn't fulfill expected services, then there could be potential issues (e.g., related to contribution agreements, MOUs).</li> <li>Issues: potential overlap of services and/or policies</li> </ul>
Agricultural Sector	<ul style="list-style-type: none"> <li>Farmers' Association</li> <li>Niagara Agriculture Federation</li> <li>Tender Fruit Association</li> <li>Grape Growers' Association</li> <li>Ontario Fruit and Vegetable Growers' Association</li> <li>Ontario Soil and Crop Association</li> <li>Drainage Committees</li> <li>Niagara Beekeepers Association</li> </ul>	Medium	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Clear, consistent two-way communication;</li> <li>Desire to be involved and views taken into account;</li> <li>Feedback required on programs and services as it relates to the potential for building a relationship with NPCA</li> </ul>	<ul style="list-style-type: none"> <li>Challenges <ul style="list-style-type: none"> <li>Reaching the right contact person(s)</li> <li>Many groups so challenge may relate to appropriate type of engagements (e.g., small in-person meetings or large group town halls)</li> <li>Large geographic area to reach</li> <li>Virtual meetings (challenge for engagement)</li> <li>May not be aware of the various roles/responsibilities of the NPCA</li> </ul> </li> <li>Issues: perceptions about the NPCA's regulatory role and potential impacts to land use or practices</li> </ul>
Development Sector	<ul style="list-style-type: none"> <li>Homebuilders' Association</li> <li>Niagara Landowner's Association</li> <li>Realtors' Association(s)</li> </ul>	Medium-High	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Clear, consistent, frequent two-way communication</li> <li>Desire to be involved and views taken into account;</li> <li>Need to find out appropriate contact person(s) for disseminating information appropriately</li> <li>Feedback required on programs and services as it relates to their relationship with NPCA (e.g., permitting and regulations)</li> </ul>	<ul style="list-style-type: none"> <li>Challenges <ul style="list-style-type: none"> <li>Reaching the right contact person(s)</li> <li>May not be aware of the various roles/responsibilities of the NPCA</li> <li>Understanding perceived expectations and balancing competing interests</li> </ul> </li> <li>Issues: their perceptions about the NPCA's regulatory role and potential impacts to land use or practices</li> </ul>
Environmental Sector (ENGOS)	<ul style="list-style-type: none"> <li>Niagara Falls Nature Club</li> <li>Hamilton Naturalists Club</li> <li>Peninsula Field Naturalists</li> <li>Bert Miller Nature Club</li> <li>Fort Erie Conservation Club</li> <li>Port Colborne Conservation Club</li> <li>Glanbrook Conservation Club</li> <li>Friends of One Mile Creek</li> <li>Friends of Walker's Creek</li> <li>Bruce Trail Conservancy</li> <li>Land Care Niagara</li> <li>Niagara Restoration Council</li> <li>Trout Unlimited Niagara Chapter</li> <li>Ducks Unlimited Canada</li> <li>Carolinian Canada</li> <li>Save Thundering Waters</li> <li>Links for Greener Learning</li> <li>Niagara Land Trust</li> </ul>	High	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Clear, consistent, frequent two-way communication</li> <li>Strong desire to be involved and views taken into account</li> <li>Need to re-build trust, need to have transparent engagement</li> <li>Need to show how input will be incorporated into strategic planning process</li> <li>Feedback required on programs and services as it relates to the potential for building relationship with NPCA (e.g., MOUs)</li> <li>Need to maintain and enhance existing relationships and work to establish better relationships with certain groups.</li> <li>Need to find out appropriate contact person(s) for disseminating information appropriately</li> <li>Need to acknowledge that groups are made up of well-educated, technical experts in the environmental field; can be a great resource for information and input on related strategic directions</li> </ul>	<ul style="list-style-type: none"> <li>Challenges: <ul style="list-style-type: none"> <li>Many groups so challenge may relate to appropriate type of engagements (e.g., small in-person meetings or large group town halls)</li> <li>Reaching the right contact person(s)</li> <li>Time constraints with so many groups to engage with</li> <li>Virtual meetings (challenge for engagement)</li> <li>Relationship with some groups are limited or poor</li> <li>May not be aware of the various roles/responsibilities of the NPCA</li> <li>Understanding and managing expectations, balancing competing interests</li> </ul> </li> <li>Issues related to past engagements and interactions (which were perceived as disingenuous)</li> <li>Various levels of trust with the environmental community</li> <li>If not engaged appropriately and strategic plan doesn't fulfill expected services, then there could be potential issues (e.g., related to contribution agreements, MOUs).</li> <li>Interests may be related to only specific issues or responsibilities</li> </ul>

Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C & E Needs	Key Issues and/or Challenges
Planning Sector	<ul style="list-style-type: none"> <li>Niagara Area planners (meeting of high-level planning staff at Region and municipalities)</li> <li>Hamilton planners (joint meeting?)</li> <li>Haldimand planners</li> </ul>	Medium-High	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Information needed on their desired level of engagement</li> <li>Need to find out appropriate contact person(s) for disseminating information appropriately for Niagara, Hamilton, and Haldimand area planners</li> <li>Need to maintain and enhance existing relationships and work to establish better relationships across watershed municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>Challenges: <ul style="list-style-type: none"> <li>Unsure about desired level of engagement</li> <li>Reaching the right contact person(s)</li> <li>Virtual meetings (challenge for engagement)</li> <li>Relationship with some groups need more work</li> <li>May not be aware of the various roles/responsibilities of the NPCA</li> </ul> </li> <li>Interests may be related to only specific issues, responsibilities with respect to planning &amp; permitting policies</li> </ul>
Tourism/Business Sector	<ul style="list-style-type: none"> <li>Chamber of Commerce/BIA's</li> <li>Venture Niagara</li> <li>Bonjour Niagara (French Tourism)</li> <li>Niagara Peninsula Aspiring Global Geopark</li> <li>Tourism Associations (local)</li> <li>Destination Ontario</li> <li>Empower Niagara Taskforce</li> </ul>	Low-Medium	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Information required on their desired level of engagement</li> <li>Need to find out appropriate contact person(s) for disseminating information appropriately</li> </ul>	<ul style="list-style-type: none"> <li>Challenges: <ul style="list-style-type: none"> <li>A lack of one Tourism Voice for Niagara/Segmented Agendas</li> <li>Virtual meetings (challenge for engagement)</li> <li>"Dated" tourism tactics vs the new recovery plan post-COVID</li> <li>Engagement with certain tourism groups may be challenging due to competing interests (e.g., related to funding)</li> </ul> </li> <li>Interests may be related to specific programs and services or existing older (maybe no longer current) frameworks</li> <li>Tourism trends are in flux; NPCA role in sustainable tourism (through our CAs) is unclear.</li> </ul>
Educational/Research Organizations	<ul style="list-style-type: none"> <li>Brock University</li> <li>Niagara College</li> <li>McMaster University</li> <li>Watershed school boards (catholic, public, &amp; private) in Niagara, Hamilton &amp; Haldimand</li> <li>Heartland Forest</li> <li>Niagara Forest School</li> <li>Vineland Centre for Innovation</li> </ul>	Low-Medium	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Information needed on their desired level of engagement</li> <li>Need to find out appropriate contact person(s) for disseminating information appropriately</li> <li>Feedback required on programs and services as it relates to their potential or existing partnerships and relationship with NPCA</li> </ul>	<ul style="list-style-type: none"> <li>Challenges: <ul style="list-style-type: none"> <li>Schools are dealing with other challenges that may take precedence over involvement in our strategic plan (i.e., related to the pandemic)</li> <li>Virtual meetings (challenge for engagement)</li> </ul> </li> <li>Issues related to financial challenges with certain groups</li> <li>Interests may be related to specific programs and services</li> </ul>
Conservation Area Users	<ul style="list-style-type: none"> <li>Volunteers</li> <li>Passive users (hikers, families)</li> <li>Indigenous Community Members</li> <li>Anglers/hunters</li> <li>Campers (seasonal/transient)</li> <li>Educational program/camp users</li> <li>Lease holders (Treetop Trekking, etc.)</li> <li>Thanksgiving Festival Vendors</li> <li>Recent restoration project landowners</li> <li>Support Services Organizations (e.g., Bethesda)</li> </ul>	Medium to High	Inform Feedback Involve	<ul style="list-style-type: none"> <li>Information needed on their desired level of engagement</li> <li>Information needs to be shared with users using passive methods (e.g., sign/posters at CAs, links to learn more, drive people to engagement portal)</li> <li>Need to know who wants to be involved (individuals) because this group cannot easily be reached as one audience</li> <li>Communication &amp; engagement needs may increase depending on desired level of involvement</li> <li>Feedback required on programs and services as it relates to their specific usage.</li> </ul>	<ul style="list-style-type: none"> <li>Challenges: <ul style="list-style-type: none"> <li>Mainly individuals rather than one group, unsure about desired level of engagement</li> <li>Reaching those that might be interested and directing them to the information</li> <li>Part of the strat plan processes will be in the winter when it's more challenging to reach passive users</li> <li>Thanksgiving festival is moving to a virtual platform this year...less opportunity to reach general public and vendors</li> <li>Camping winding down and will be done by October, less opportunity to reach these users</li> <li>Virtual meetings (challenge for engagement)</li> </ul> </li> <li>Issues/interests related to specific park usage (ability to fish, hunt, swim, etc.), changes to access, paid entry, programs and services</li> <li>May not be aware of the various roles/responsibilities of the NPCA outside of their specific usage (hiking, leaseholder)</li> </ul>
General Public	<ul style="list-style-type: none"> <li>Members of the public who are not current or past users, or not aware of the NPCA/role/programs/services</li> </ul>	Low-Medium	Inform Feedback	<ul style="list-style-type: none"> <li>Timely information dissemination about overall process/progress</li> <li>Information needs to be shared using passive methods (e.g., social media ad buys with targeted demographics to push links to learn more and drive people to engagement portal)</li> <li>Feedback required on programs and services as it relates to their interests, or future plans to be users (e.g., are there any barriers as to why they have little or no awareness of the NPCA etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Challenges: <ul style="list-style-type: none"> <li>Reaching those that might be interested and directing them to the information</li> <li>Virtual meetings (challenge for engagement)</li> <li>May not be aware of the various roles/responsibilities of the NPCA</li> <li>May be demographics without computer/internet access</li> </ul> </li> </ul>

Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C & E Needs	Key Issues and/or Challenges
Community Organizations (NGOs)	<ul style="list-style-type: none"><li>• Pathstone Mental Health</li><li>• Pathstone Foundation</li><li>• Niagara Health System</li><li>• One Foundation</li><li>• Rotary Club</li><li>• Royal Canadian Legions</li><li>• Local Scouts Canada</li><li>• Local Girl Guides</li><li>• Kids Out Fishing</li><li>• Eco-Defenders</li><li>• A Better Niagara</li><li>• Niagara Folk Arts Multicultural Centre</li></ul>	Low-Medium	Inform Feedback	<ul style="list-style-type: none"><li>• Information needed on their desired level of engagement</li><li>• Need to find out appropriate contact person(s) for disseminating information appropriately</li><li>• Feedback required on programs and services as it relates to the potential for building a relationship with NPCA</li></ul>	<ul style="list-style-type: none"><li>• Challenges:<ul style="list-style-type: none"><li>○ Many groups, unsure about desired level of engagement</li><li>○ Reaching the right contact person(s)</li><li>○ Virtual meetings (challenge for engagement)</li><li>○ Relationship with some groups may need more work</li><li>○ May not be aware of the various roles/responsibilities of the NPCA</li></ul></li><li>• Issues/interests related to specific park usage or nature of individual relationship with NPCA</li></ul>
Media contacts	<ul style="list-style-type: none"><li>• Local media outlets (radio, newspapers)</li><li>• Farmers Monthly</li><li>• Seniors Review</li></ul>	Medium	Inform	<ul style="list-style-type: none"><li>• Need to continue to build professional relationships based on mutual business needs in order to gain earned media opportunities</li><li>• Need to build awareness and trust with general public</li></ul>	<ul style="list-style-type: none"><li>• Challenges:<ul style="list-style-type: none"><li>○ Managing responses/comments both negative and positive on social media and engagement portal platforms</li><li>○ May not be aware of the various roles/responsibilities of the NPCA</li><li>○ Media may not pick up only on releases/advisories; may need different approaches and personal relationships</li><li>○ Audience digests news via social media outlets</li></ul></li><li>• Interests may be related to only specific issues or responsibilities</li></ul>



## **PUBLIC ADVISORY COMMITTEE MEETING MINUTES**

**Thursday, September 24 2020**

**5:00 p.m.**

**Virtual meeting via Zoom**

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<b>MEMBERS PRESENT:</b>	B. Johnson, Acting Committee Chair J. Ariens E. Furney M. Kauzlaric H. Korosis J. Oblak D. Pont J. Schonberger L. Sherry
<b>MEMBERS ABSENT:</b>	S. Brousseau D. Speranzini B. Mackenzie
<b>STAFF PRESENT:</b>	C. Sharma, Chief Administrative Officer / Secretary – Treasurer N. Green, Project Manager – Niagara River Remedial Action Plan K. Royer, Co-ordinator, Volunteer and Community Outreach G. Verkade, Senior Manager, Integrated Watershed Planning/Information Management
<b>OTHERS PRESENT:</b>	M. Woodhouse J. Hellinga K. Kawall

The Committee Chair called the meeting to order at 5:05 p.m. welcoming the Members.

### **1. APPROVAL OF AGENDA**

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Recommendation No. PAC--13-2020

Moved by Member Ariens

Seconded by Member Pont

**THAT** the agenda for the September 24, 2020 NPCA Public Advisory Committee meeting **BE ADOPTED** as presented.

**CARRIED**

## **2. DECLARATIONS OF CONFLICT OF INTEREST**

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none

## **3. PRESENTATIONS**

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### **3 a) Presentation by Sean Norman RE: Niagara Region Official Plan and Natural Environment Work Program Update**

Discussion ensued with questions for Sean from the members regarding the difference between the different options presented, goals/targets, links to natural heritage strategy, science used and the difference between language used in the document (e.g. can/may) when it comes to protection of natural features and restrictions on development.

#### **Recommendation No. PAC-14-2020**

Moved by Member Furney

Seconded by Member Korosis

**THAT** the Presentation RE: Niagara Region Official Plan and Natural Environment Work Program Update **BE RECEIVED**.

**CARRIED**

### **3 b) Presentation by Natalie Green RE: Niagara River Remedial Action Plan Fish Consumption Survey**

#### **Niagara River Remedial Action Plan Fish Consumption Survey**

#### **Recommendation No. PAC-15-2020**

Moved by Member Oblak Seconded

by Member Kauzlaric

**THAT** the Presentation RE: Niagara River Remedial Action Plan Fish Consumption Survey **BE RECEIVED**.

**CARRIED**

## **4. ADMINISTRATIVE BUSINESS**

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### **4 a) Election of Committee Chair**

Brenda Johnson called for nominees for the position of Chair of the NPCA Public Advisory Committee and noted that Jackie Oblak was the only member to submit a letter of intent. There were no nominees after the first call for nominations. Ms. Johnson called a second and third time for nominees, with no further nominations coming forward she enacted the following resolution.

Recommendation No. PAC-16-2020

Moved by Member Korosis

Seconded by Member Pont

**THAT** member Jackie Oblak **BE APPOINTED** as Chair of the NPCA Public Advisory Committee for a term of one year.

**CARRIED**

4 b) Minutes of the NPCA Public Advisory Committee dated June 18, 2020

Recommendation No. PAC-17-2020

Moved by Member Ariens

Seconded by Member Kauzlaric

**THAT** the minutes of the NPCA Public Advisory Committee meeting dated June 18, 2020 NPCA Public Advisory Committee **BE APPROVED**.

**CARRIED**

## **5. BUSINESS FOR CONSIDERATION**

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5 a) Presentation by Natalie Green RE: NPCA Strategic Planning Update

Recommendation No. PAC-18-2020

Moved by Member Pont S

Seconded by Member Ariens

1. **THAT** the presentation RE: NPCA Strategic Planning Update **BE RECEIVED**.
2. **THAT** the Communication and Engagement Plan presented and circulated to member in the agenda package **BE ENDORSED** by the NPCA Public Advisory Committee.

**CARRIED**

## **6. ADJOURNMENT**

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Recommendation No. PAC-19-2020

Moved by Member Ariens

Seconded by Member Furney

**THAT** this meeting of the NPCA Public Advisory Committee **BE** hereby **ADJOURNED** at 6:47 p.m..

**CARRIED**

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Brenda Johnson  
Acting Public Advisory Committee Chair

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Chandra Sharma  
Chief Administrative Officer / Secretary –  
Treasurer





## **WATERSHED FLOODPLAIN SUB-COMMITTEE MEETING MINUTES**

**Thursday, September 24 2020**

**4:00 p.m.**

**Virtual meeting via Zoom**

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<b>MEMBERS PRESENT:</b>	B. Johnson, Acting Committee Chair E. Furney H. Korosis J. Oblak J. Schonberger
<b>MEMBERS ABSENT:</b>	S. Brousseau D. Speranzini B. Mackenzie
<b>STAFF PRESENT:</b>	C. Sharma, Chief Administrative Officer / Secretary – Treasurer S. Miller, Senior Manager, Water Resources K. Royer, Co-ordinator, Volunteer and Community Outreach
<b>OTHERS PRESENT:</b>	M. Woodhouse J. Hellinga K. Kawall

The Committee Chair called the meeting to order at 4:10 p.m. welcoming the Members.

### **1. APPROVAL OF AGENDA**

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Recommendation No.WFSC-01-2020

Moved by Member Oblak

Seconded by Member Schonberger

**THAT** the agenda for the September 24, 2020 Watershed Floodplain Sub-Committee meeting **BE ADOPTED** as presented.

**CARRIED**

### **2. DECLARATIONS OF CONFLICT OF INTEREST**

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none

### 3. BUSINESS FOR CONSIDERATION

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#### 3 a) Presentation by Steve Miller RE: Public Information Session Plans and Media Campaign – Grimsby & Lincoln Floodplain Mapping Update

Discussion ensued with suggestions for the public outreach, including the following suggestions:

- Seek local radio/TV time
- Make the video/presentations available after any public meetings for people that can't make the meetings
- Have a dedicated facilitator for comments coming in during virtual meetings to pass questions on to appropriate staff person
- News Now media for Grimsby and Lincoln and St. Catharines Standard
- Postcards are a good idea
- Reach out to local councillors in Grimsby and Lincoln to see if they can include information in any newsletters/eblasts they do
- Easels/posters at municipal centres in Grimsby and Lincoln with postcards to take home with additional info

#### Recommendation No. WFSC-02-2020

Moved by Member Korosis

Seconded by Member Furney

1. **THAT** the Presentation RE: Public Information Session Plans and Media Campaign – Grimsby & Lincoln Floodplain Mapping Update **BE RECEIVED**.
2. **THAT** the Watershed Floodplain Sub-Committee **ENDORSE** the proposed Public Engagement Strategy.

**CARRIED**

### 4. ADJOURNMENT

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#### Recommendation No. WFSC-03-2020

Moved by Member Schonberger

Seconded by Member Oblak

**THAT** this meeting of the Watershed Floodplain Sub-Committee **BE** hereby **ADJOURNED** at 4:57 p.m..

**CARRIED**

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Brenda Johnson  
Acting Public Advisory Committee Chair

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Chandra Sharma  
Chief Administrative Officer / Secretary –  
Treasurer