

**FULL AUTHORITY MEETING
ON-LINE TELECONFERENCE**

**Thursday, September 17, 2020
9:30 A.M.**

A G E N D A

CALL TO ORDER – ROLL CALL

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

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF MINUTES

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

Page # 1

- b) Minutes of the Closed Session dated July 16, 2020 (To be provided under separate cover)

4. CORRESPONDENCE

- 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 (For Receipt)

Page #9

5. PRESENTATIONS

- a) Presentation by the Niagara Peninsula Conservation Foundation Chair Tom Insinna and Managing Director / Secretary – Treasurer D. Gayle Wood
- b) Presentation on the Niagara Region Official Plan Update – Environment Work Program by Sean Norman, Senior Planner, Region of Niagara
- c) Conservation Authority Funding and Levy Information Presentation by C.A.O / Secretary – Treasurer, Chandra Sharma

6. DELEGATIONS

7. CONSENT ITEMS

- a) Report No. FA-39-20 RE: Compliance & Enforcement Year to Date Statistics (For Receipt)

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8. DISCUSSION ITEMS

- a) Report No. FA-48-20 RE: Niagara Peninsula Conservation Foundation (NPCF) Progress Update and Memorandum of Understanding (MOU) (For Approval)

Page #23

- b) Report No. FA-49-20 RE: Infrastructure Canada – Investing in Canada Plan – COVID-19 Community Resilience Funding – To be tabled (For Approval)

9. COMMITTEE REPORTS

Minutes of the Strategic Planning Committee Meeting dated July 16, 2020 (For Receipt)

Page #26

9.1 Items for Approval of the Board

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

Page #30

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

Page #38

9.2 Items for Approval of the Board

- a) Report No. FA-40-20 RE: COVID-19 – Financial Impact and Scenario Analysis (For Receipt)

Page #41

- b) Report No. FA-42-20 RE: Binbrook Capital Project 2020 – Updated Budget Estimates and Debt Financing (For Approval)

Page #45

- c) Report No. FA-46-20 RE: Financial Report – Q2 - 2020 (For Receipt)

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- d) Report No. FA-47-20 RE: 2021 Budget Assumptions (For Approval)

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10. NOTICES OF MOTION

11. NEW BUSINESS

- a) Verbal Update from the C.A.O RE: COVID-19

12. CLOSED SESSION

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

13. ADJOURNMENT

**FULL AUTHORITY
ONLINE TELECONFERENCE
MEETING MINUTES
Thursday, July 16, 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
D. Coon-Petersen (arrived 9:42 am)
D. Cridland
L. Feor
R. Foster
J. Hellinga
D. Huson
J. Ingrao
K. Kawall
B. Mackenzie
W. Rapley
E. Smith
B. Steele
M. Woodhouse
B. Wright

MEMBERS ABSENT:

B. Clark
J. Metcalfe
R. Shirton

STAFF PRESENT:

C. Sharma, C.A.O. / Secretary – Treasurer
G. Bivol, Executive Co-ordinator to the C.A.O. / Board
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
D. Mackenzie, Director, Watershed Management
S. Miller, Senior Manager, Water Resources
E. Navarro, Communications Specialist
A. Powell, Manager of Conservation Area Services
K. Royer, Coordinator, Community Outreach and Volunteers

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

1. APPROVAL OF AGENDA

Resolution No. FA-91-20

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

None declared.

3. APPROVAL OF MINUTES

Approval of the Minutes of the Regular Full Authority meeting dated June 18, 2020

Resolution No. FA-92-20

Moved by Board Member Bylsma

Seconded by Board Member Cridland

THAT the Minutes of the Full Authority meeting dated June 18, 2020 **BE ADOPTED.**

CARRIED

Resolution No. FA-93-20

Moved by Board Member Bylsma

Seconded by Board Member Cridland

THAT the Closed Session Minutes of the Full Authority meeting dated June 18, 2020 **BE ADOPTED.**

CARRIED

4. CORRESPONDENCE

- a) Correspondence from Haldimand County to the Premier of Ontario dated June 25, 2020
RE: Support for Conservation Authorities

Resolution No. FA-94-20

Moved by Board Member Feor

Seconded by Board Member Foster

THAT the correspondence from Haldimand County to the Premier of Ontario dated June 25, 2020 RE: Support for Conservation Authorities **BE RECEIVED**

CARRIED

5. PRESENTATIONS

None.

6. DELEGATIONS

None.

7. CONSENT ITEMS

- a) Report No. FA-30-20 RE: Human Resources Quarterly Update (Q1 & Q2) - M. Ferrusi, Manager, Human Resources spoke to the issue.

Resolution No. FA-95-20

Moved by Member Hellinga

Seconded by Member Huson

THAT Report No. FA-30-20 RE: Human Resources Quarterly Update (Q1 & Q2) **BE RECEIVED**.

CARRIED

- b) Report No. FA-38-20 RE: Planning and Regulations Semi-Annual Report - D. Mackenzie, Director, Watershed Management spoke to the report.

Resolution No. FA-96-20

Moved by Member Ingrao

Seconded by Member Kawall

THAT Report No. FA-38-20 RE: Planning and Regulations Semi-Annual Report **BE RECEIVED** for information.

CARRIED

- c) Report No. FA-45-20 RE: Conservation Ontario – COVID-19 Impacts Survey

Resolution No. FA-97-20

Moved by Member Mackenzie

Seconded by Member Rapley

THAT Report No. FA-45-20 RE: Conservation Ontario – COVID-19 Impacts Survey **BE RECEIVED** for information.

CARRIED

8. DISCUSSION ITEMS

- a) Report No. FA-35-20 RE: Ducks Unlimited Canada Wetland Memorandum of Agreement 2020 - S. Gillis, Restoration Project Lead presented.

Resolution No. FA-98-20

Moved by Member Smith

Seconded by Member Steele

1. **THAT** Report No. FA-35-20 RE: 2020 Ducks Unlimited Canada Wetland Restoration Partnership **BE RECEIVED**.
2. **AND FURTHER THAT** Staff **BE AUTHORIZED** to enter into a 2020 Memorandum of Agreement with Ducks Unlimited Canada.

CARRIED

- b) Report No. FA-36-20 RE: Land Care Niagara Tree Planting Memorandum of Agreement 2020 - S. Gillis, Restoration Project Lead presented.

Resolution No. FA-99-20

Moved by Member Woodhouse

Seconded by Member Wright

1. **THAT** Report No. FA-36-20 RE: 2020 Land Care Niagara Tree Planting Partnership **BE RECEIVED**.
2. **AND FURTHER THAT** Staff **BE AUTHORIZED** to enter into a 2020 Memorandum of Agreement with Land Care Niagara.

CARRIED

- c) Report No. FA-41-20 RE: FCM Funding – Capital Asset Management Program – L. Gagnon, Director, Corporate Services presented.

Resolution No. FA-100-20

Moved by Member Beattie

Seconded by Member Brady

WHEREAS in 2020, the Niagara Peninsula Conservation Authority initiated a comprehensive Capital Asset Management Planning Program with a total project investment of \$80,090 (\$30,000 approved in 2020 and proposed \$50,090 in 2021);

AND WHEREAS a Federation of Canadian Municipalities grant opportunity is available to the NPCA to advance the Capital Asset Management Program;

NOW THEREFORE, BE IT RESOLVED:

1. **THAT** Report No. FA-41-20 RE: Grant Funding – Municipal Asset Management Program **BE RECEIVED**.
2. **THAT** staff **BE DIRECTED** to apply for a grant opportunity in the amount of \$50,000 from the Federation of Canadian Municipalities' (FCM) Municipal Asset Management Program (MAMP) for the Asset Management Capital Planning project.
3. **THAT** as a requirement for this grant, staff **BE DIRECTED** to conduct the following activities:
 - a) data collection and reporting; and
 - b) training and organizational development.
4. **THAT** as a requirement of the FCM proposal, a total financial commitment of \$80,090 **BE AUTHORIZED** in support of this initiative.

CARRIED

- d) Report No. FA-43-20 RE: 2022 Wedding Rates - A. Powell, Manager of Conservation Area Services presented.

Resolution No. FA-101-20

Moved by Member Bylsma

Seconded by Member Coon-Petersen

1. **THAT** Report No. FA-43-20 RE: 2022 Wedding Rates and the Wedding Fees Cost Comparison, as appended, **BE RECEIVED**.

2. **AND THAT** the Proposed 2022 Ball's Falls Wedding Fee Schedule **BE APPROVED**.
CARRIED

- e) Report No. FA-44-20 RE: 2020 Ball's Falls Thanksgiving Festival - A. Powell, Manager of Conservation Area Services presented.

Resolution No. FA-102-20

Moved by Member Cridland

Seconded by Member Foster

1. **THAT** Report No. FA-44-20 RE: Proposed 2020 Ball's Falls Thanksgiving Festival **BE RECEIVED**.

2. **THAT** the modified Festival program **BE APPROVED**.

3. **AND FURTHER THAT** correspondence **BE SENT** to thank the Minister of Heritage, Sport, Tourism and Culture Industries for the Ministry's funding support of the 2020 Thanksgiving Festival.

CARRIED

9. COMMITTEE ITEMS

Minutes of the Public Advisory Committee Meeting dated June 18, 2020

Resolution No. FA-103-20

Moved by Member Hellinga

Seconded by Member Huson

THAT the minutes of the Public Advisory Committee Meeting dated June 18, 2020 **BE RECEIVED**.

CARRIED

9.1 Items for Approval of the Board

- a) Report No. FA-34-20 RE: NPCA Public Advisory Committee Report Terms of Reference and Workplan - K. Royer, Coordinator, Community Outreach and Volunteers presented. S. Miller, Senior Manager, Water Resources addressed questions. Lengthy discussion ensued.

Resolution No. FA-104-20

Moved by Member Kawall

Seconded by Member Hellinga

THAT the portion of the NPCA Public Advisory Committee Terms of Reference with respect to the Watershed Floodplain Sub-Committee **BE AMENDED** as follows:

- Change the sub-committee role from ‘making recommendations to’ to ‘advising’ staff;
- Clarify the wording of the third bullet point to read only ‘Review of peer opinions, technical and other information as appropriate’;
- Allow board members to participate as a part of the subcommittee on local issues.

CARRIED

Resolution No. FA-105-20

Moved by Member Hellinga

Seconded by Member Huson

1. **THAT** Report No. FA-34-20 RE: Public Advisory Committee Terms of Reference and 2020-2021 Work Plan **BE RECEIVED**.
2. **THAT** the proposed changes to the Public Advisory Committee Terms of Reference attached as Appendix 1 to Report No. FA-34-20 **BE APPROVED** as amended.
3. **THAT** the 2020-2021 Public Advisory Committee Work Plan attached as Appendix 2 to Report No. FA-34-20 **BE APPROVED**.
4. **AND FURTHER THAT** the final Public Advisory Terms of Reference **BE APPENDED** to the updated NPCA Administrative By-Law to be presented for Board approval in 2020.

CARRIED

10. NOTICES OF MOTION

None.

11. NEW BUSINESS

- a) Verbal Update from the C.A.O./Secretary - Treasurer – C. Sharma spoke on the provincial consultation on economic recovery and information session, a recent incident at Ball’s Falls; a COVID financial impact analysis will be presented to Finance Committee; receipt of a \$336,000 federal funding subsidy; office re-opening protocols. A. Christie A. Christie, Director, Operations and Strategic Initiatives spoke on the status of operations of facilities and conservation areas during the pandemic.

Resolution No. FA-106-20

Moved by Board Member Mackenzie

Seconded by Board Member Rapley

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

CARRIED

12. CLOSED SESSION

Appointment of a Member to record closed session minutes

Resolution No. FA-107-20

Moved by Board Member Woodhouse

Seconded by Board Member Wright

THAT in the absence of designated staff the Board **APPOINTS** Member Brady to act as recording secretary for Closed Session item regarding personal matters about identifiable individual(s), including NPCA employees.

CARRIED

Resolution No. FA-108-20

Moved by Board Member Woodhouse

Seconded by Board Member Wright

THAT the meeting of the Board of Directors of the Niagara Peninsula Conservation Authority **CONVENE** in closed session at 11:36 a.m. in accordance with Section 11.1 of the NPCA Administrative By-law for the discussion on:

- A proposed or pending acquisition or disposition of land by the NPCA;
- Security of the property of the NPCA and
- personal matters about identifiable individual(s), including NPCA employees.

CARRIED

Resolution No. FA-109-20

Moved by Board Member Ingrao

Seconded by Board Member Bylsma

THAT the meeting **RECONVENE** in open session at 12:45 p.m..

CARRIED

Resolution No. FA-110-20

Moved by Board Member Hellinga

Seconded by Board Member Wright

THAT the direction of the Board with respect to closed session items on the proposed or pending acquisition or disposition of land by the NPCA and personal matters about identifiable individual(s), including NPCA employees **BE RATIFIED**.

CARRIED

13. ADJOURNMENT

Resolution No. FA-111-20

Moved by Member Rapley

Seconded by Member Smith

THAT the Full Authority Meeting **BE ADJOURNED** at 12:52 p.m..

CARRIED

Brenda Johnson
Chair
Niagara Peninsula Conservation Authority

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

Administration

Office of the Regional Clerk

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www.niagararegion.ca

July 24, 2020

CL 12-2020, July 23, 2020**PEDC 6-2020, July 15, 2020****PDS 26-2020, July 15, 2020****Local Area Municipalities****Niagara Peninsula Conservation Authority****SENT ELECTRONICALLY**

RE: Natural Environment Work Program – Phase 4: Identification and Evaluation of Options
PDS 26-2020

Regional Council, at its meeting of July 23, 2020, approved the following recommendation of its Planning & Economic Development Committee:

That Report PDS 26-2020, dated July 15, 2020, respecting Natural Environment Work Program - Phase 4: Identification and Evaluation of Options, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE DIRECTED** to initiate the 2nd point of engagement with the public, stakeholders, and Indigenous groups;
2. That staff **BE DIRECTED** to report back on the 2nd point of engagement, and that based on the incorporation of input received, staff **BE DIRECTED** to make a recommendation for the final preferred options for endorsement by Council; and
3. That Report PDS 26-2020 **BE CIRCULATED** to the Area Municipalities and the Niagara Peninsula Conservation Authority (NPCA).

A copy of Report PDS 26-2020 is enclosed for your information.

Yours truly,

A handwritten signature in black ink, appearing to read "Ann-Marie Norio".

Ann-Marie Norio
Regional Clerk

:kl

CLK-C 2020-173

Distribution List:

S. Norman, Senior Planner

R. Mostacci, Commissioner, Planning & Development Services

N. Oakes, Executive Assistant to the Commissioner, Planning & Development Services

Subject: Natural Environment Work Program – Phase 4: Identification and Evaluation of Options

Report to: Planning and Economic Development Committee

Report date: Wednesday, July 15, 2020

Recommendations

1. That Report PDS 26-2020 **BE RECEIVED** for information;
2. That staff **BE DIRECTED** to initiate the 2nd point of engagement with the public, stakeholders, and Indigenous groups;
3. That staff **BE DIRECTED** to report back on the 2nd point of engagement, and that based on the incorporation of input received, staff **BE DIRECTED** to make a recommendation for the final preferred options for endorsement by Council; and
4. That Report PDS 26-2020 **BE CIRCULATED** to the Area Municipalities and the Niagara Peninsula Conservation Authority (NPCA).

Key Facts

- The purpose of this report is to present a summary of the options, evaluation process, and preliminary preferred options for the natural heritage system (NHS) and water resource system (WRS) to be implemented as part of the new Niagara Official Plan.
- The preliminary preferred options are the recommendations of the Consultant team and are supported by the professional opinion of Regional Planning Staff. The preliminary preferred options still require the input of the public, stakeholders, and Indigenous groups. Following the incorporation of input received through the 2nd point of engagement, the preliminary preferred options will be finalized, and then recommended by Planning Staff for the endorsement of Council.
- The direction for the Natural Environment Work Program through PDS 18-2018 was to take an incremental approach to developing the policies and mapping for the new Niagara Official Plan, including a number of decision points of Council and opportunities for consultation and engagement. This report presents the results of

Phase 4, which was the identification and evaluation of options for the NHS and WRS.

- Phase 4 is the incremental step in the work program between the background reports and the mapping and policy development phases to follow. Phase 4 is based on concepts for the natural systems only. Mapping, criteria, and policies were only developed to a level of detail that will be required to support the evaluation and engagement process. Once a direction has been established, detailed and region-wide mapping will be completed in conjunction with policy development during the next phase of the work program.
- There has been a strong desire expressed from the public, Councils, and other stakeholders to see the Region implement systems and policies beyond minimum provincial requirements.
- The full report entitled “Technical Report #2: Identification and Evaluation of Options for Regional Natural Environment System(s)” completed by the Consultant team is attached to this report.

Financial Considerations

The ongoing costs associated with the Natural Environment Work Program will be accommodated within the Council approved Regional Official Plan project budget.

Analysis

Background

The background reports for the Natural Environment Work Program are complete and were presented to Regional Council through PDS 32-2019:

- Mapping Discussion Paper
- Watershed Planning Discussion Paper
- Natural Environment Background Study
- Consultation Summary Report – 1st Point of Engagement

The reports are available for review on the website for the new Niagara Official Plan:
<https://www.niagararegion.ca/projects/rural-and-natural-systems/default.aspx>

The background reports are extensive and reviewed a wide range of topics related to both the mapping and policy development process. Several of the key findings which are essential to understanding the identification and evaluation of options are:

- There is a Provincial requirement for the Region to have both a natural heritage system (NHS) and water resource system (WRS). The requirement for a comprehensive WRS is new, includes surface and groundwater, and will be developed and implemented in the Region for the first time. Together the NHS and WRS will form the Region's natural environment system.
- The Province – through the Provincial Policy Statement (PPS), Growth Plan, Greenbelt Plan, and Niagara Escarpment Plan (NEP) has created a complicated framework for the protection of natural features, areas, and systems. There are different frameworks and policies that need to be considered in each geographic area of the Region (i.e. settlement areas, Growth Plan, Growth Plan NHS, Greenbelt Plan, Greenbelt Plan NHS, PPS, and NEP). This makes designing a system that meets the environmental protection objectives of the Region as well as being simple and flexible very difficult. For a system to be balanced and designed in consideration of the unique attributes of each geographic area of the Region, it will require detailed and well thought-out policies and other implementation tools.
- There is now a requirement for a 'systems-based' approach to natural environmental planning. The current framework in the Region is more reflective of a 'features-based' approach which was common in the late '90 and early 2000s. A 'system-based' approach requires the protection of areas adjacent to and connecting natural features in addition to the features themselves.
- Through the 1st point of engagement there was a strong desire expressed from the public, Councils, and other stakeholders to see the Region implement systems and policies beyond minimum provincial requirements.

Development of Options

The background studies identified a range of considerations that were reflected in the development of options. These considerations are documented in detail as part of the attached "Technical Report #2: Identification and Evaluation of Options for Regional Natural Environment System(s)". As there is a requirement for both a NHS and WRS, a separate process was undertaken to develop options for each.

It is important to note that given the ongoing changes in Provincial requirements, even the most basic options will result in changes in natural environment planning in the Region, in terms of both features and areas identified for protection, and restrictions to development. A brief overview of the options identified in Technical Report #2 is as follows:

Overview of NHS Options:

A range of options for the development of an NHS were designed – starting with those which would meet provincial standards to those which would exceed provincial standards as permitted by the PPS. All of the options identified would meet the test of conformity with respect to provincial requirements.

- NHS Option 1 – Minimum Standards – Overlay:
 - This option would simply implement the minimum standards of the PPS, Growth Plan, Greenbelt Plan, and NEP.
 - This option relies on the Growth Plan NHS and Greenbelt Plan NHS to fulfil the requirements for a ‘system-based’ approach. Other geographic areas of the Region, including settlement areas, would continue to be reflective of a ‘features-based’ system.
 - Key features required to be mapped would be shown, other features would rely only on the policies of the Official Plan for protection.
 - Restrictive development and site alteration policies would rely on the provincial policies of the PPS, Growth Plan, and Greenbelt Plan.
 - All features, areas, and systems would be shown as an overlay in the Official Plan schedules.
- NHS Option 2 – Minimum Standards – Designation:
 - This option would be the same as Option 1 except that features would be a designation in the Official Plan as opposed to an overlay.
 - There are no policy differences between Option 1 and Option 2.
- NHS Option 3 – Going Beyond Minimum Standards: This option builds upon NHS Option 1 and 2 by providing three scenarios that exceed minimum provincial standards, and include an increasing range of additional components, linkages, and buffers/vegetation protection zones. There is specific consideration

given to the design of the system in settlement areas. Table 1 on page 24 of Technical Report #2 provides a more detailed overview of the options which are summarized as follows. Building on Option 2:

- Option 3A -
 - identifies additional features outside of settlement areas (e.g. key features that are required to be included in the Greenbelt Plan NHS but could be identified Region-wide, etc.);
 - includes large linkages outside of settlement areas ; and,
 - suggests policy minimum for buffers outside of provincial NHSs and outside of settlement areas.
- Option 3B -
 - identifies additional features in and outside settlement areas;
 - identifies supporting features outside of settlement areas (e.g. enhancement areas, etc.);
 - includes large and medium linkages outside of settlement areas; and,
 - suggests policy minimums for buffers outside of provincial NHSs, and both inside and outside of settlement areas.
- Option 3C -
 - identifies additional features in and outside settlement areas;
 - identifies supporting features in and outside of settlement areas;
 - includes large, medium, and small linkages outside of settlement areas;
 - includes small linkages inside of settlement areas where the potential area is in a natural state; and,
 - prescribes mandatory buffer minimums outside of settlement areas with suggested policy minimums inside of settlement areas.

Overview of WRS Options:

The identification of a WRS is relatively new in provincial planning. As such, there is limited guidance or existing examples from other jurisdictions to rely on for best

practices. Two primary options for the WRS have been identified, both of which would meet the test of conformity with respect to provincial requirements. Both options rely on watershed planning or equivalent to support the identification of features and areas as well as the policy development process. [Note: a watershed planning project is underway]

- WRS Option 1 – Minimum Standards: This option would implement the standards of the PPS, Growth Plan, Greenbelt Plan, and NEP. The WRS would be identified as an overlay in the new Niagara Official Plan.
- WRS Option 2 – Going Beyond Minimum Standards: This option includes all of the policy direction and components identified in WRS Option 1 as well as additional features and areas (such as headwater drainage features or ecologically significant groundwater recharge areas) which would be considered Regionally important, and are identified thorough watershed planning or equivalent. WRS Option 2 is divided into two sub-options:
 - 2A: would identify additional features and areas outside of settlement areas only.
 - 2B: would identify additional features and areas Region wide, including within settlement areas.

Evaluation of Options

Evaluation Criteria:

Preliminary criteria were identified through the Natural Environment Background Study, refined through discussion with the TAG and other stakeholders through the 1st point of engagement, and finalized in the attached Technical Report #2. A comprehensive set of criteria were developed that included a range of considerations including: ecology, land-use planning, stakeholder needs, and public input. As the Natural Environment Work Program is ultimately a land-use planning exercise, the evaluation criteria went beyond ecological considerations to ensure that an additional land-use planning exercise would not be required.

Evaluation Process:

A separate evaluation process was undertaken for the NHS and WRS options. The evaluation of options was a qualitative comparison of how each option achieves the criteria. The evaluation process was not a scoring, weighting, or quantitative analysis of each option, instead, it was largely a value-based exercise.

Preliminary Preferred Options

Following the evaluation of the options, preliminary preferred options were identified for the NHS and WRS. The preliminary preferred options are the recommendations of the Consultant team and are supported by the professional opinion of Regional Planning Staff. The preliminary preferred options still require the input of the public, stakeholders, and Indigenous groups. Following input received through the 2nd point of engagement the final preferred option will be recommended by Planning Staff for the endorsement of Council. The detailed design process for the NHS and WRS will then begin including detailed region-wide mapping and policy development.

NHS:

Option 3B was identified as the preliminary preferred NHS option. Technical Report #2 provides details of the rationale which is summarized as follows. Option 3B:

- Goes beyond minimum provincial standards for the identification of features and systems which in the long-term will support a more resilient and biodiverse NHS. This option has the added benefit of supporting a range of additional objectives such as helping to mitigate the impacts of climate change.
- Provides a balanced approach for the protection of the NHS by increasing the number of components and features outside of settlement areas and limiting additional constraints to development in settlement areas, thereby helping to support the desire to direct growth to settlement areas. This option is considered defensible from both an ecological and land-use planning perspective.
- Can be designed, mapped, and implemented within the constraints and timelines of the new NOP.
- Effectively considers input received through the 1st point of engagement.

WRS:

Option 2A was identified as the preliminary preferred WRS option. Technical Report #2 provides details of the rationale which is summarized as follows. Option 2A:

- Goes beyond minimum provincial standards for the identification of features and systems which in the long-term will support a more robust and resilient WRS. This option has the added benefit of support a range of additional objectives such as helping to mitigate the impacts of climate change.

- Provides a balanced approach for the protection of the WRS by identifying additional regionally-important areas and features outside of settlement areas and limiting additional constraints to development in settlement areas, thereby helping to support the desire to direct growth to settlement areas. This option is considered defensible from both an ecological and land-use planning perspective.
- Can be designed, mapped, and implemented within the constraints and timelines of the new NOP.
- Effectively considers input received through the 1st point of engagement.

Additional Considerations

In addition to recommending the preliminary preferred options, Technical Report #2 provides some additional direction towards moving the work program forward including:

- Further direction on which natural features are appropriate to be mapped for the new NOP, and which features are more appropriately protected through policy.
- Further direction on what the appropriate source of information and methods are for many of the features and areas that are recommended to be mapped.
- Recommendations on several of the key issues that have been important to the public and other stakeholders. For example, the report recommends:
 - that offsetting not be considered as part of the policy framework for the new NOP and,
 - that fish habitat is not recommended to be mapped as part of the new NOP (although it would be fully protected by policies in the Official Plan as required by provincial policy). This is the approach taken by many of our comparator municipalities.

Next Steps

The next steps in the Natural Environment Work Program are to:

1. Undertake the 2nd point of engagement with the public, stakeholders, and Indigenous group (i.e Phase 5).
2. Incorporate input received through the consultation process and identify the final preferred option for the NHS and WRS.

3. Present the final preferred option for the NHS and WRS to Regional Council for endorsement.
4. Initiate Phase 6 of the work program which is the detailed design of the systems based on the final preferred options.

Alternatives Reviewed

Council could choose not to direct staff to initiate the 2nd point of engagement with the public, stakeholders, and Indigenous groups. This is not recommended.

Relationship to Council Strategic Priorities

This report is being brought forward as part of the ongoing reporting on the new Niagara Official Plan. The Natural Environment Work Program aligns with Objective 3.2 Environmental Sustainability and Stewardship:

“A holistic and flexible approach to environmental stewardship and consideration of the natural environment, such as in infrastructure, planning and development, aligned with a renewed Official Plan.”

Other Pertinent Reports

- PDS 40-2016 – Regional Official Plan Update
- PDS 41-2017 – New Official Plan Structure and Framework
- PDS 3-2018 – New Official Plan Update
- PDS 6-2018 – Natural Environment Project Initiation Report
- PDS 18-2018 – Natural Environment – Project Framework
- PDS 9-2019 – New Official Plan Consultation Timeline Framework
- PDS 10-2019 – Update on Natural Environment Work Program – New Regional Official Plan
- CWCD 122-2019 – Agricultural and Environmental Groups – Draft Stakeholder Lists
- CWCD 150-2019 – Update on Official Plan Consultations – Spring 2019
- CWCD 179-2019 – Notice of Public Information Centres – Natural Environment Work Program, New Regional Official Plan
- CWCD 271-2019 – Update on Consultation for New Official Plan
- PDS 32-2019 – Natural Environment Work Program – Phases 2 & 3: Mapping and Watershed Planning Discussion Papers and Comprehensive Background Study
- PDS 1-2020 – New Niagara Official Plan – Public Consultation Summary

- PDS 3-2020 – Ecological Land Classification Mapping Update
- PDS 9-2020 – Niagara Official Plan – Consultation Details and Revised Framework
- CWCD 153-2020 – Natural Environment Work Program Update – New Niagara Official Plan

Prepared by:

Sean Norman, PMP, MCIP, RPP
Senior Planner
Planning and Development Services

Recommended by:

Rino Mostacci, MCIP, RPP
Commissioner
Planning and Development Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Karen Costantini, Planning Analyst – Regional Official Plan, and reviewed by Erik Acs, MCIP, RPP, Manager, Community Planning, Dave Heyworth, MCIP, RPP, Official Plan-Policy Consultant, and Doug Giles, Director, Community and Long Range Planning.

Appendices

Appendix 1 Natural Environment Work Program: Technical Report #2:
Identification and Evaluation of Options for Regional Natural Environment System(s) –
107 pages

Report To: Board of Directors

Subject: Compliance and Enforcement Year to Date Statistics

Report No: FA-39-20

Date: September 17, 2020

Recommendation:

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

Purpose:

The purpose of this report is to provide the Board with an update on the year to date Compliance and Enforcement activity within the NPCA jurisdiction.

Background:

Compliance and Enforcement at the Niagara Peninsula Conservation Authority (NPCA) plays a pivotal role in the protection and conservation of wetlands, shorelines and escarpment areas in the NPCA jurisdiction.

The goal of the Compliance and Enforcement business unit at the NPCA is to protect life and property from natural hazards such as flooding and erosion. Through its planning and permitting mandate, the NPCA prevents environmental degradation and loss of significant natural features and their ecological and hydrological functions.

The NPCA Regulations team currently consists of 4 staff: Dan Drennan, Madison Hill, Amy Parks and the Supervisor, Jason Culp. The Regulations Officers for the NPCA must pass an approved training course to execute their authority from the Conservation Authorities Act and Ontario Regulation 155/06 "Regulation of Development, Interference with Wetlands, and Alteration to Shorelines and Watercourses" as well as the Provincial Offences Act. NPCA Officers are also designated Provincial Offences Officers and are appointed as officers of the Conservation Authority by the NPCA Board of Directors.

Discussion:

Current Challenges

Since the State of Emergency was declared by the Province of Ontario due to the COVID-19 pandemic all provincial procedural timelines have been suspended in relation to legislative requirements under the Conservation Authorities Act and the Provincial Offences Act.

Additionally, Provincial Courts have been closed or limited in their capacity to coordinate search warrants and summons in relation to violations. This has significantly increased the number of files which are under review as staff are unable at this time, to enter onto properties or gather additional details through a formal investigation.

One significant challenge for Regulations staff continues to be the amount of time dedicated to managing public complaints which ultimately are not within the legislative jurisdiction of the Conservation Authority or are entirely illegitimate. The Regulations team will be looking at opportunities to address this on-going concern in 2020-2021 through a number of avenues in collaboration with other NPCA departments and external partner agencies and local municipalities.

Continuous Improvements

A range of continuous improvements related to process, procedure and documentation are also planned in the coming months, including a renewed focus on abatement activities and issued Section 28 permits with non-compliance risks or concerns. These improvements follow recent realignment of the Planning and Regulations team related to separation of permit and enforcement functions as well as addressing staffing gaps.

Despite the numerous challenges in 2020 the Regulations team has and will continue to work with landowners and agencies in the NPCA watershed to deliver effective compliance and enforcement under Section 28 of the Conservation Authorities Act and Ontario Regulation 155/06.

Quarterly updates on abatement, compliance and enforcement statistics will be provided to the Board in January, April, July and October of each year as a standard practice.

The update below is from January 2020 to August 2020.

General File Statistics

Total number of complaints/violations = 123

Number of open files = 82

Number of closed files = 41

Complaint Validity

Total number of complaints within NPCA jurisdiction = 55 (6 in relation to issued NPCA permits)

Total number of complaints under review = 43

Total number of complaints not within NPCA jurisdiction or frivolous = 25

Complaint/Violation Avenues

Voicemail = 37

Email = 34

Officer Found (no complaint received) = 16

Other/NA = 36

Notices of Violation

Issued = 23

Resolved = 9

Financial Implications:

There are no additional financial implications for the day to day operations of the Regulations Officers as their work is accounted for in the 2020 budget. However, should any complaint or violation proceed to the issuance of a Summons and court proceedings, there will be costs associated with these activities. As development pressures increase throughout NPCA's jurisdiction, there will be need for increased abatement, compliance and enforcement presence including follow-up on issued Section 28 permits. This may lead to a requirement for additional compliance and enforcement staff which would be a future financial impact. Staff's commitment to enhanced statistic reporting, recording and analysis of compliance and enforcement related data will assist in quantifying resource and staffing requirements moving forward.

Links to Policy/Strategic Plan:

The duties carried out by the Regulations Officers are part of the Conservation Authorities mandate and are essential to our watershed.

Authored by:

Original Signed by:

Jason Culp, C.Tech., EP
Supervisor, Permits & Compliance

Reviewed by:

Original Signed by:

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

Submitted by:

Original Signed by:

Chandra Sharma MCIP RPP
Chief Administrative Officer/Secretary-Treasurer

Report To: Board of Directors

Subject: Niagara Peninsula Conservation Foundation (NPCF) Progress Update and Memorandum of Understanding (MOU)

Report No: FA-48-20

Date: September 17, 2020

Recommendation:

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.

Purpose:

The purpose of this report is to update the Authority Board of Directors on the significant progress made in the renewal of NPCF to-date and seek approval to formalize and strengthen ongoing partnership by entering into a Memorandum of Understanding.

Background:

The NPCF was established in 1969 as charitable arm of NPCA, under The Corporations Act, as a not for profit organization whose objectives were to raise funds for the NPCA. The NPCF's mandate is outlined in their Letter's Patent, and Board requirements and operating standards are outlined through most recent approved By-Law May 2020.

<https://niagaraconservationfoundation.com/policies-documents>

At NPCA Board meeting dated March 20th, 2019 the following resolution was adopted in part:

"That the Board Members appointed to the Foundation and the NPCA Interim CAO/ST offer their services to the Foundation, on a voluntary basis, until the future of the Foundation can be reported to the NPCA Board of Directors"

Further, at NPCA Annual General Meeting on January 15th 2020, Resolution FA-10-20 was adopted in continuation of NPCA's support to the NPCF:

“THAT the Chief Administrative Officer, Chandra Sharma and Member Foster BE APPOINTED to the Niagara Peninsula Conservation Foundation for 2020”

Progress Update

Since March 2019, under the leadership of current Board of Directors, the Foundation has made significant progress and is now well positioned to support NPCA programs and activities. A new **Strategic Plan – A Strong Commitment to Conservation (2020 – 2022)** was completed with continued commitment to forging a strong partnership with the Authority. In addition to launching the implementation of new Strategic Plan, operational by-laws and policies have also been updated. The 2019 Annual Report and the 2019 Financial Audit was completed over the first two quarters of 2020. Foundation's website was also updated to include meeting agendas -minutes and other pertinent information relevant to partners and donors. Support of NPCA staff during this process has been instrumental and is appreciated by the Foundation.

Discussion:

The NPCA and NPCF partnership is built on a solid foundation of over 50 years. In the interest of transparency and accountability and for the future progress of the Foundation, it is critical that a formal agreement be executed to clarify working relationship and path forward. The proposed MOU will provide the required level of transparency by outlining roles and responsibilities of both partners, reporting relationships, and establishing financial and in-kind contributions to advance the work of the Foundation in support of the Authority.

The proposed MOU highlights the following supports provided by the NPCF to NPCA:

- Assist the NPCA in achieving its objectives by acquiring, accepting and receiving donations, legacy gifts, bequests, and real or personal property;
- Assist in fundraising for NPCA watershed programs and environmental education;
- Maintain excellent communications with prospective donors, grantors and/or sponsors as needed; and
- Commit to Foundation governance excellence through By-Law updates, policies, production of documents, meeting agendas/minutes, reporting requirements, corporate filing.

The proposed MOU includes the following areas of support provided by the NPCA:

- Office space and information technology;
- Administrative support through the CAO's office, as needed, with customer service, Foundation meetings and donor management;
- Audit, budget, insurance and other financial matters;
- Program development, community engagement, delivery, and reporting of priority projects identified collectively by NPCA and NPCF; and
- Communication and marketing activities.

The proposed model is in line with other charitable entities (Foundations) supported by several

conservation authorities across Ontario. It is anticipated that the Foundation will need to maintain some level of independence while facilitating strong alignment and integration with NPCA to advance the required program delivery, stakeholder engagement, reporting, and fundraising.

Overtime, with sustainable donor support and fundraising, partners may look into hiring full time staff support to further advance the reach and impact of the Foundation and supporting NPCA programs.

Financial implications:

To avoid administrative burden, the term of the current MOU is proposed to be five years with a condition to revisit the roles and financials on an annual basis and an option to terminate if necessary.

For the first year (2020 -2021), the NPCA will support an in-kind contribution of approximately \$50,000 including, staff time, office space and information technology support.

At the end of year one, both parties will assess staffing and financial needs as well as appropriate level of administrative surcharge and other funding to support staffing and the administrative functions of the Foundation.

Submitted by:

Original Signed by:

Chandra Sharma MCIP RPP
CAO/Secretary-Treasurer

STRATEGIC PLANNING COMMITTEE MEETING
ON-LINE TELECONFERENCE
MEETING MINUTES
Thursday, July 23, 2020
9:30 a.m.

MEMBERS PRESENT: S. Beattie
D. Bylsma
J. Hellinga
D. Huson
B. Johnson
K. Kwall
B. Mackenzie
W. Rapley
E. Smith
M. Woodhouse
B. Wright

MEMBERS ABSENT R. Brady

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

Niagara Peninsula Conservation Authority Chief Administrative Officer / Secretary - Treasurer
Chandra Sharma called the meeting to order at 9:30 a.m..

1. APPROVAL OF AGENDA

Recommendation No. SPC-01-2020

Moved by Member Beattie

Seconded by Member Smith

THAT the Strategic Planning Committee Meeting agenda dated Thursday, July 23, 2020
BE APPROVED as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPOINTMENT OF CHAIR AND VICE CHAIR

a) Appointment of Scrutineers

Recommendation No. SPC-02-2020

Moved by Member Johnson

Seconded by Member Bylsma

THAT Grant Bivol and Natalie Green **BE APPOINTED** as scrutineers.

CARRIED

- b) Election of Chair – Ms. Sharma called for nominations for the position of Chair and received the following:

Nomination:

Moved by Member Smith

THAT Member Kawall **BE NOMINATED** as Chair of the Niagara Peninsula Conservation Authority Strategic Planning Committee.

Ms. Sharma called a second time for nominations to the position of Chair with the following received:

Nomination:

Moved by Member Johnson

THAT Member Huson **BE NOMINATED** as Chair of the Niagara Peninsula Conservation Authority Strategic Planning Committee.

With no further nominations coming after a third and final call for nominees, an electronic vote was conducted via email while C.A.O. Sharma presided concurrently over the remaining agenda items. The result of the election of Chair was announced subsequent to agenda item 8. entitled Discussion Items.

4. CORRESPONDENCE

None.

5. DELEGATIONS

None.

6. PRESENTATIONS

- a) Strategic Planning Governance and Approach – Presentation by Natalie Green, Project Manager – Ms. Sharma introduced Ms. Green who presented via PowerPoint with Renee Bisson, Manager, Communications and Public Relations. Discussion ensued.

Recommendation No. SPC-03-2020

Moved by Member Bylsma

Seconded by Member Hellinga

THAT the Strategic Planning Committee Kick-off Meeting PowerPoint presentation by Natalie Green dated July 23, 2020 and related documents on the strategic planning and governance approach with suggestions made by Members **BE RECEIVED**.

CARRIED

7. CONSENT ITEMS

None.

8. DISCUSSION ITEMS

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

Recommendation No. SPC-04-2020

Moved by Member Huson

Seconded by Member Kawall

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

- b) Motion Establishing a 2020 Strategic Planning Committee Meeting Calendar – Ms. Sharma spoke to this item.

Recommendation No. SPC-05-2020

Moved by Member Rapley

Seconded by Member Smith

THAT proposed meeting dates based on the workplan be established and circulated to Members for ratification at the next Committee meeting.

CARRIED

3. APPOINTMENT OF CHAIR AND VICE CHAIR (CONTINUED)

With final receipt of votes electronically, Member Kawall was announced as the new Strategic Planning Committee Chair.

- c) Election of Vice Chair– Ms. Sharma called for nominations for the position of Vice Chair and received the following:

Nomination:

Moved by Member Bylsma

THAT Member Huson **BE NOMINATED** as Vice Chair of the Niagara Peninsula Conservation Authority Strategic Planning Committee.

Ms. Sharma called a second time for nominations to the position of Vice Chair with the following received:

Nomination:

Moved by Member Kawall

THAT Member Hellinga **BE NOMINATED** as Vice Chair of the Niagara Peninsula Conservation Authority Strategic Planning Committee

With no further nominations coming after a third and final call for nominees, the Committee voted on the following:

Recommendation No. SPC-06-2020

Moved by Member Bylsma

Seconded by Member Beattie

THAT an electronic vote for Vice Chair **BE CONDUCTED** via email with formal appointment of the Chair and Vice Chair to be ratified subsequently through a motion at the next meeting of the Committee.

CARRIED

9. NEW BUSINESS

None.

10. ADJOURNMENT

Recommendation No. SPC-07-2020

Moved by Member Woodhouse

Seconded by Member Wright

THAT the Strategic Planning Committee meeting of July 23, 2020 be hereby adjourned at 11:11 a.m..

CARRIED

K. Kawall
Committee Chair

C. Sharma
C.A.O. / Secretary - Treasurer

Report To: Strategic Planning Committee

Subject: Strategic Planning Committee Terms of Reference and Work Plan

Report No: SPC-01-20

Date: July 23, 2020

Recommendation:

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.

Purpose:

The purpose of this report is to: (1) present an update and refinement to the Strategic Planning Committee's Terms of Reference for approval and inclusion within the revised Administrative By-law to be presented to Board in the Fall of 2020, and (2) to present the draft Work Plan to the Strategic Planning Committee for adoption by the Committee.

Background:

Terms of Reference

The existing Terms of Reference were approved on November 20, 2019. With an expanded Committee appointed in January of 2020 and the creation of a detailed workplan, it has become prudent to further refine the Terms of Reference and to adjust the roles and responsibilities of the Committee. The document has also been reformatted to reflect the updated corporate template for Terms of Reference.

Further to this, the Terms of Reference for all NPCA Committees need to be integrated with the Administrative By law scheduled to be updated in the Fall of 2020. This has offered an opportunity to revisit and update all Standing and Ad-Hoc Committees to ensure consistency.

The suggested updates to the Strategic Planning Committee Terms of Reference are provided in Appendix 1, the highlights of which are noted as follows:

- A standard format and structure is now proposed for any future Ad-Hoc Committees established by the Board under the updated Administrative By-Law;
- More clarity and details have been provided around scope and responsibilities of the committee;
- A clear governance structure has been provided with regards to the reporting and communication of the SPC as related to the Board, staff and the Public Advisory Committee;
- More structure around number of meetings and critical deliverables aligned with a robust work plan.

Discussion:

The Strategic Planning Work Plan is intended to guide and direct the development of a new strategic plan. The draft work plan is an outline that identifies key priority deliverables and associated actions required in the year ahead. It will be further refined and updated by staff as activities are implemented during the information gathering stage.

Financial Implications:

Refining the Terms of Reference and outlining the Work Plan have no costs to the organization prior to implementation of the strategic planning process. The NPCA has set aside an approved 2020 budget for the strategic planning process. Delays due to the COVID pandemic required staff to consider cost containment initially. However, at this point staff do not anticipate any negative impacts to the assigned budget. The project has been planned accordingly.

Links to Policy/Strategic Plan:

Adoption of the Strategic Planning Committee Terms of Reference and Work Plan tie in with the NPCA Mission Statement's objective to:

"To implement our Conservation Authorities Act mandate by remaining a responsive, innovative, accountable and financially sustainable organization."

Related Reports and Appendices:

Appendix 1: Strategic Planning Committee Terms of Reference (Draft)

Appendix 2: Strategic Planning 2020 Work Plan (Draft)

Authored by:

Original Signed by:

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

Submitted by:

Original Signed by:

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

Niagara Peninsula Conservation Authority

TERMS OF REFERENCE

STRATEGIC PLANNING COMMITTEE

Date of Previous Board Approval –
November 20th, 2019

Date of Committee Review and Approval -
July 23, 2020.

Approved by the Board - September

Committee Type: Ad-Hoc Committee (NPCA By-Law Section xxxx)

NPCA Strategic Plan 2021-2031

A critical priority of the NPCA Board is to launch the strategic planning process towards the development of the 2021-2031 Strategic Plan. This process is being launched with a premise that NPCA has an opportunity to engage the community, partners, stakeholders, the Board of Directors and staff toward a common inspirational vision on future priorities. The new Strategic Plan will help align future organizational priorities with the constantly changing environment in our jurisdiction (e.g., climate change), as well as with the strategic goals of partners and stakeholders. The new Strategic Plan should aim to have feasible and measurable performance targets to evaluate NPCA's impact.

Committee Purpose and Role:

The purpose of the Strategic Planning Committee (SPC) is to assist the Board of Directors in the formulation of an updated Strategic Plan. The Committee will provide oversight throughout all phases/milestones/deliverables of the Strategic Plan process led by NPCA staff. Upon completion, the Committee will make a recommendation to the Board of Directors for final approval of the Plan.

The Board of Directors delegates the following specific powers to the Strategic Planning 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 Strategic Planning Committee on the matters listed below, staff may report to the Board of Directors instead.

The Strategic Planning Committee will dissolve upon completion of the Strategic Plan.

Any other Ad-Hoc Committee that the Board May decide to establish in future will work under the same general guiding principles and Terms.

Key roles and responsibilities of the Strategic Planning Committee include:

- 1.0 Review and approve the SPC Terms of Reference and Work Plan as developed by staff;
- 2.0 Approve a strategic plan framework and process for the 2021-2031 Strategic Plan. This may include the following deliverables:
 - Detailed analysis of current trends and opportunities impacting NPCA's work;
 - Analysis of strengths and weaknesses impacting NPCA's work;
 - Engagement and Communications Plan;
 - Mission, Vision and Goals for NPCA;
 - Key strategic objectives and actions;
 - Detailed list of key performance indicators for each strategic objective;
 - Stakeholder Consultation Report (results of engagement);
 - Draft Strategic Plan.

The final deliverable will be the completed NPCA Strategic Plan which will be used to create the draft implementation plan.
- 3.0 Ensure that the planning process and deliverables are on time and budget;
- 4.0 Approve a Stakeholder Engagement Plan developed by staff based on Public Advisory Committee (PAC) recommendations and support with the delivery of stakeholder engagement as needed. The objective of Stakeholder Engagement will be to:
 - Build and maintain momentum for NPCA work by informing and educating the public about the mission/vision/values of NPCA;
 - Engage community members in the development of a strong shared vision;
 - Create excitement around opportunities for the community, youth, government stakeholders and partners;
 - Create strong relationships between NPCA and community by seeking champions and supporters.
- 5.0 Advise staff on any third-party services such as the hiring of a facilitator and public relations consultant;
- 6.0 All other such matters as may be prescribed by regulation, policy or NPCA's Chief Administrative Officer.

Committee Authority and Decision Making:

The Committee will be governed by the NPCA Administrative By-Law and Code of Conduct. The Committee will provide oversight to the overall process, review project reports/deliverables, and make recommendations to the CAO.

The Committee will also accept advice from the Public Advisory Committee on the stakeholder engagement aspects of the Strategic Plan.

The Committee, with support from staff, will consult the Board of Directors on key aspects of the Strategic Plan and integrate members input throughout the process.

Recommendations made by the Committee on the final Strategic Plan 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 and will include the Chair and Vice Chair in an ex-officio capacity.

Committee Meetings:

The meeting schedule for the Ad-Hoc Committee will be determined by the process established through the Project Plan and Work Program and will be approved by the Committee at their first meeting.

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 or CAO. Meetings will be held in person or on-line.

Strategic Planning 2020 Work Plan

<div> <div>DRAFT</div> </div>	Quarter 3			Quarter 4			2021 -Quarter 1			2021 -Quarter 2		
	JUL-2020	AUG-2020	SEP-2020	OCT-2020	NOV-2020	DEC-2020	JAN-2021	FEB-2021	MAR-2021	APR-2021	MAY-2021	JUN-2021
Senior Leadership Team												
Strategic Planning Committee	23-Jul											
Public Advisory Committee												
Full Authority Board	16-Jul		17-Sep	21-Oct	18-Nov	16-Dec						
1. Initiation												
a) Approval of revised terms of reference and proposed work plan	X											
b) Creation of staff working group	X	X?										
c) Preliminary ideas/direction/themes/requirements	X											
2. Information Gathering												
a) Gather lessons learned from previous strategic plans		X										
b) Scope of work for procurment of consultant		X										
c) Trends & opportunities analysis		X	X									
d) Strength & Weaknesses analysis		X	X									
e) Communications and Engagement Plan		X	X									
3. Engagement												
a) Procure a consultant for facilitation, engagement sessions, writing			X									
b) Conduct internal engagement (Board, Committees and staff)	X	X	X	X	X	X	X	X	X	X	x	X
Obtain input on strategic plan development				X								
Mission & Vision consultation, Key Strategic Objectives & Actions development				X								
Obtain input on proposed performance indicators & measure/metrics							X					
c) Conduct external engagement					X			X				
Obtain input on strategic plan development					X							
Feedback on Mission & Vision, Key Strategic Objectives & Actions					X							
Feedback on proposed performance indicators & measures/metrics to assess								X				
d) Stakeholder Consultation Report						X			X			
4. Strategic Plan Development												
a) Compile information from engagements						X	X					
b) Draft Strategic Objectives						X	X					
c) Draft key performance indicators						X	X					
d) Draft measures and metrics (to assess key performance indicators)						X	X					
e) Draft reporting process							X					
f) Strategic Plan draft is prepared & reviewed by working group								X				
5. Draft Strategic Plan												
a) Draft Strategic Plan - staff review and approval									X			
b) Draft Strategic Plan - Committee review and approval										X		
c) Draft Strategic Plan - Board review and approval											X	
6. Launch of Strategic Plan												
a) Approval Strategic Plan											X	
b) Final Strategic Plan production												X

Strategic Planning 2020 Work Plan

<div style="border: 1px solid black; padding: 5px; display: inline-block;">DRAFT</div>	Quarter 3			Quarter 4			2021 -Quarter 1			2021 -Quarter 2		
	JUL-2020	AUG-2020	SEP-2020	OCT-2020	NOV-2020	DEC-2020	JAN-2021	FEB-2021	MAR-2021	APR-2021	MAY-2021	JUN-2021
Senior Leadership Team												
Strategic Planning Committee	23-Jul											
Public Advisory Committee												
Full Authority Board	16-Jul		17-Sep	21-Oct	18-Nov	16-Dec						
c) Launch with media and communications												
7. Post-Strategic Planning												
a) Evaluation and review of Committee performance (Q3/Q4 2021)												
b) Initiate implementation of Strategic Plan (Q3 - 2021)												
c) Assess and report on performance indicators (annually)												

**AUDIT AND BUDGET (FINANCE) COMMITTEE
ON-LINE TELECONFERENCE
MEETING MINUTES
Thursday, July 30, 2020
9:30 a.m.**

MEMBERS PRESENT: K. Kawall, Chair
S. Beattie
R. Foster
B. Johnson
J. Metcalfe
M. Woodhouse

ABSENT: B. Steele

STAFF PRESENT: C. Sharma, Chief Administrative Officer/Secretary–Treasurer
G. Bivol, Executive Co-ordinator to the C.A.O/Board
A. Christie, Director, Operations and Strategic Initiatives
L. Gagnon, Director, Corporate Services
S. Miller, Senior Manager, Water Resources

OTHERS: E. Smith, Board Member

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

1. APPROVAL OF AGENDA

Recommendation No. A&BC-21-2020

Moved by Member Woodhouse

Seconded by Member Metcalfe

THAT the Audit and Budget Committee Meeting agenda dated Thursday, July 30, 2020
BE APPROVED as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPROVAL OF THE MINUTES

- a) Minutes of the NPCA Audit and Budget Committee meeting dated April 29, 2020

Recommendation No. A&BC-22-2020

Moved by Member Foster

Seconded by Member Woodhouse

THAT the minutes of the Audit and Budget Committee meeting dated April 29, 2020 **BE APPROVED**.

CARRIED

4. CORRESPONDENCE

None.

5. DELEGATIONS / PRESENTATIONS

None.

6. CONSENT ITEMS

- a) Report No. A&BC-07-2020 RE: Financial Report – Q2 – 2020

Recommendation No. A&BC-23-2020

Moved by Member Metcalfe

Seconded by Member Woodhouse

THAT Report A&BC-07-20 RE: Financial Report – Q2 - 2020 **BE RECEIVED** for information.

CARRIED

- b) Report No. A&BC-08-2020 RE: COVID-19 – Financial Impact & Scenario Analysis

Recommendation No. A&BC-24-2020

Moved by Member Foster

Seconded by Member Beattie

THAT Report No. A&BC-08-20 RE: Covid-19 – Financial Impact and Scenario Analysis **BE RECEIVED**.

CARRIED

7. DISCUSSION ITEMS

- a) Report No. A&BC-09-20 RE: Binbrook Capital Project 2020 - Updated Budget Estimates and Debt Financing

Recommendation No. A&BC-25-2020

Moved by Member Beattie

Seconded by Member Woodhouse

1. **THAT** Report No. A&BC-09-20 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

- b) Report No. A&BC-10-2020 RE: 2021 Budget Assumptions - As tabled

Recommendation No. A&BC-26-2020

Moved by Member Foster

Seconded by Member Woodhouse

1. **THAT** Report No. A&BC-10-20 regarding the recommended budget assumptions for the 2021 Operating and Capital Budgets **BE APPROVED** for use in the development of the 2021 budget, subject to approval by the Board of Directors.
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

8. NEW BUSINESS

None.

9. ADJOURNMENT

Recommendation No. A&BC-27-2020

Moved by Member Woodhouse

Seconded by Member Beattie

THAT the Audit and Budget Committee meeting of July 30, 2020 be hereby adjourned at 11:26 a.m..

CARRIED

K. Kawall
Committee Chair

C. Sharma
C.A.O. / Secretary - Treasurer

Report To: Board of Directors

Subject: COVID-19 – Financial Impact and Scenario Analysis

Report No: FA-40-20

Date: September 17, 2020

Recommendation:

THAT Report No. FA-40-20 RE: Covid-19 – Financial Impact and Scenario Analysis **BE RECEIVED.**

Purpose:

The purpose of this report is to provide the Board of Directors with an update regarding the financial impact from the Covid-19 pandemic, including various financial scenarios to the end of the 2020 fiscal year.

Background:

In response to the growing threat of COVID-19 and after careful consideration and consultation with the Senior Leadership Team, NPCA offices closed on March 23, 2020. Due to the uncertain, complex and ambiguous effects of Covid-19, NPCA has responded to this fluid situation quickly and efficiently, with the protection of our employees, stakeholders and public interest as a critical priority.

Although the office is closed to the public, staff have been able to continue to provide services by working remotely from home thanks to a significant effort by Information Management (IM) staff. All staff have access to NPCA data, files and network resources through our virtual private network (VPN) and thanks to a recent upgrade to Office 365 and its program called Teams, meetings are continuing virtually. This has enabled staff to stay connected and continue to provide services to the public and our member municipalities.

As the necessity of working remotely continues, staff have continued to identify and implement new processes and technological changes to improve client service.

On July 30, 2020 Report No. A&BC-08-20 – COVID-19 – Financial Impact and Scenario Analysis was presented to the Audit and Budget (Finance) Committee, and the following resolution was passed:

Recommendation No. A&BC-24-2020

Moved by Member Foster and seconded by Member Beattie

THAT Report A&BC-08-20 Respecting COVID-19 – Financial Impact and Scenario Analysis **BE RECEIVED** for information.

Financial Implications:

In response to the Covid-19 crisis, staff has committed to provide the Board of Directors with an assessment of the current and projected financial implications related to 2020 budgets. Given that the Covid-19 crisis continues to evolve, staff has had to make a number of assumptions regarding incremental costs and/or lost revenues in producing this report. Staff has made efforts to capture costs that have been avoided, incremental costs as a result of the pandemic, foregone and deferred revenues, as well as evaluation of government subsidies to offset costs. Staff has been reporting operating and financial impacts of the pandemic to various stakeholders, including municipal partners and Conservation Ontario, and will continue to monitor, update and report on these impacts and assumptions as conditions change.

A full assessment of the actual impact of the Covid-19 pandemic on NPCA operations and financials will be documented and presented to the Board of Directors at the end of 2020.

The expected financial implications and various scenario analytics are attached as Appendix 1. As at June 30, 2020, the net budget pressure is \$56,328. Various scenarios have been drafted for consideration by the Finance Committee when evaluating organizational risk as a result of the pandemic. Each scenario provides a net position impact.

There remains time within the 2020 fiscal year to implement budgetary control and/or costs containment strategies should they be required. Staff have identified a total of \$420,000 in budget recoveries and cost containment strategies to mitigate operational net impacts due to Covid-19. These strategies have not been factored into the scenario analytics at this time.

The Federal government is currently proposing changes to the Canada Emergency Wage Subsidy (CEWS) to both reduce the revenue threshold for eligibility and extend the period to the end of December. Staff are carefully monitoring progress on these changes, given the significant positive impact of our eligibility for funding mechanism. To date, NPCA has applied and received CEWS funding in the amount of \$336,343.

Cash flow is not problematic, given the stability and regular remittance schedule of municipal levies. Bank balance as at the end of June 2020: \$3.8M.

It should be noted that as of December 31, 2019, NPCA's operational reserve balance is \$1.441M.

Related Reports and Appendices:

Appendix 1 – 2020 Operating Budget – Covid-19 Financial Impact

Prepared by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

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

NIAGARA PENINSULA CONSERVATION AUTHORITY

2020 OPERATING BUDGET - COVID-19 FINANCIAL IMPACT

Appendix 1 - Report No. FA-40-20	Original 2020 Budget	Pandemic Impact		Revised 2020 Budget @ 30-JUN	Scenario #1 75% Park Rev	Scenario #2 50% Park Rev	Scenario #3 25% Park Rev	Best Case Scenario	Worse Case Scenario	Likely Scenario
		Revenue	Expenses							
Sources of Funds										
Municipal Funding	6,121,001	-	-	6,121,001	6,121,001	6,121,001	6,121,001	6,121,001	6,121,001	6,121,001
Provincial Funding	349,185	-	-	349,185	349,185	349,185	349,185	349,185	349,185	349,185
Federal Grants	100,000			100,000	100,000	100,000	100,000	100,000	100,000	100,000
Canada Emergency Wage Subsidy (CEWS)		336,343		336,343		334,000	334,000	1,503,000	-	743,406
Interest Income	90,000			90,000	78,750	67,500	56,250	90,000	23,748	23,748
Park Operations	2,016,850			2,016,850	1,190,064	854,233	518,402	1,525,895	518,402	1,257,230
Educational Programming		- 49,440		- 49,440	- 80,000	- 80,000	- 80,000	- 80,000	- 80,000	- 80,000
Weddings & Special Events		- 217,200		- 217,200	- 217,200	- 217,200	- 217,200	- 217,200	- 217,200	- 217,200
Camping and Day use		- 248,142		- 248,142	- 248,142	- 248,142	- 248,142	- 248,142	- 248,142	- 248,142
Permits and Regulatory Fees	387,108			387,108	387,108	387,108	387,108	406,463	387,108	406,463
Miscellaneous	337,101	6,888		343,989	337,101	337,101	337,101	337,101	337,101	337,101
TOTAL REVENUES / SOURCES OF FUNDS	9,401,245	- 171,551	-	9,229,694	8,017,867	8,004,786	7,657,705	9,887,303	7,291,203	8,792,792
Uses of Funds										
Salaries and Benefits	6,141,278			6,141,278	6,141,278	6,141,278	6,141,278	6,141,278	6,141,278	6,141,278
Educational Programming			- 21,013	- 21,013	- 27,513	- 27,513	- 27,513	- 27,513	- 27,513	- 27,513
Weddings & Special Events			- 30,169	- 30,169	- 30,169	- 30,169	- 30,169	- 30,169	- 30,169	- 30,169
Camping and Day use			- 95,776	- 95,776	- 204,653	- 204,653	- 204,653	- 204,653	- 204,653	- 204,653
Other Employee Related Expenses	235,892			235,892	235,892	235,892	235,892	235,892	235,892	235,892
Board and Volunteer	71,200			71,200	71,200	71,200	71,200	71,200	71,200	71,200
Professional Fees	661,500			661,500	661,500	661,500	661,500	661,500	661,500	661,500
Contractor Services	194,000			194,000	194,000	194,000	194,000	194,000	194,000	194,000
Vehicles and Equipment	246,020			246,020	246,020	246,020	246,020	246,020	246,020	246,020
Materials and Supplies	196,622			196,622	196,622	196,622	196,622	196,622	196,622	196,622
Educational Programming			- 6,427	- 6,427	- 6,427	- 6,427	- 6,427	- 6,427	- 6,427	- 6,427
Covid Incremental Expenses (PPE, security, etc.)			38,161	38,161	48,161	48,161	48,161	48,161	48,161	48,161
Marketing and Promotion	253,000			253,000	253,000	253,000	253,000	253,000	253,000	253,000
Occupancy Costs	548,803			548,803	548,803	548,803	548,803	548,803	548,803	548,803
Debt Servicing	5,030			5,030	5,030	5,030	5,030	5,030	5,030	5,030
Park Maintenance	468,000			468,000	468,000	468,000	468,000	468,000	468,000	468,000
Other Operating Expenses	379,900			379,900	379,900	379,900	379,900	379,900	379,900	379,900
TOTAL EXPENSES / USES OF FUNDS	9,401,245	-	115,223	9,286,022	9,180,645	9,180,645	9,180,645	9,180,645	9,180,645	9,180,645
NET SURPLUS / (LOSS)	\$ 0	-\$ 171,551	\$ 115,223	-\$ 56,328	-\$ 1,162,778	-\$ 1,175,859	-\$ 1,522,940	\$ 706,658	-\$ 1,889,442	-\$ 387,853

Report To: Board of Directors

Subject: Binbrook Capital Project 2020 - Updated Budget Estimates and Debt Financing

Report No: FA-42-20

Date: September 17, 2020

Recommendation:

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.

Purpose:

The purpose of this report is to provide the Board of Directors with an update on capital projects submitted for the Binbrook Conservation Area for the 2020 fiscal year and seek approval to provide refined a budget estimate to the City of Hamilton for their consideration and financing of these capital projects.

On January 21, 2020, the 2020 Operating and Capital Budgets were presented to the City of Hamilton's General Issues Committee. The Binbrook Capital Projects were noted as a critical unfunded capital pressure for 2020 in the amount of \$1.776M. This initial estimate has now been refined to \$1.210M. As a result of NPCA staff have been in discussion with Hamilton Finance Staff to begin exploring financing options.

A formal request from the NPCA Board in support of this course of action was requested by City of Hamilton staff

Background:

Binbrook Conservation Area (CA), situated within the municipality of Hamilton, was purchased by the NPCA in 1968. This Conservation Area is a key property within the NPCA land holdings and is situated within a strategic location to attract over half a million residents from Hamilton, Haldimand and west Niagara. The Conservation Area is 396 hectares (978 acres) in size; in which Lake Niapenco represents 174 hectares (430 acres). This reservoir represents the largest inland lake in the Niagara Peninsula watershed, and serves as the headwaters of the Welland River, with an operational dam controlling flow into the Niagara Region.

Binbrook CA has increased substantially in visitor popularity in the last three years and has had a 91% increase in revenue from 2015 to 2019. With the recent additions of tourist attraction services such as Treetop Trekking and Fun Splash Sport Park, and the projected increase in population to Binbrook and the surrounding area, NPCA staff project the attendance of the park to continue to increase in future years, which will in turn continue to improve revenues to the NPCA.

A new Septic System Replacement was first addressed in the 2014 Binbrook Master Plan, which discusses necessary infrastructure upgrades on the property in order to sustain an increase in visitation and area usage. In Section 6.1 of the 2014 Binbrook Master Plan, septic system upgrades are identified as a major concern such that the Plan recommends that this project should be completed between Years One and Three. The current septic system was constructed in the early 1990's and was designed to meet the attendance needs at that time. Since then, Binbrook CA has evolved as one of the leading recreational properties in the Greater Toronto, Hamilton and Niagara area.

Currently, NPCA staff are using various methods to meet visitation and site usage needs in addition to the current septic system. These temporary solutions include pumping out the septic tank four to five times a week, adding additional portable toilets, and closing the washroom facilities for high attendance events. These strategies are currently necessary to operate the park successfully and ensure we comply with health and safety protocols. These strategies are resulting in significant incremental operating expenses. Revenue-generating special events at Binbrook CA, such as Mud Girl and Movie on the Water, cannot generate maximum revenue and visitor satisfaction due to washroom closures and dependence on portable washroom rentals. Further to the increase in operational expenses, the frequent presence of septic pump trucks and portable washrooms within the area does not meet the aesthetic standards and level of quality expected of an NPCA flagship property.

Legislated Requirements

In Ontario, all Wastewater Treatment Systems (including septic systems) with the capacity of more than 10,000 litres/day are regulated under the Ontario Water Resources Act with approvals issued by the Ontario Ministry of the Environment, Conservation, and Parks (MECP).

Prior to applying for an Environmental Compliance Approval for a new communal septic system, the MECP requires that an assessment be completed in order to determine if local groundwater and surface waters would be negatively impacted by the proposed communal septic system. If negative impacts are anticipated, the MECP typically requires that costly specialized wastewater treatment infrastructure be installed, and a stringent performance monitoring and reporting program undertaken.

Preliminary Analysis

In late 2019, the NPCA retained FlowSpec Engineering to undertake this analysis and pre-application consultation with the MECP for a new septic system proposed to be constructed at the Binbrook Conservation Area. As a logical starting point, FlowSpec Engineering reviewed the *'Binbrook Conservation Area Master Plan'* (May 2014) in order to determine the amount of wastewater that would ultimately be generated should all the recommendations in the Master Plan be implemented.

By utilizing design flows from the Ontario Building Code, FlowSpec Engineering determined that a total of 100,000 litres/day of wastewater would be generated by:

- A staff complement of 12 employees;
- An average of 1,500 day-use park visitors per day;
- An additional future public washroom with showers (to be constructed in 5 years as recommended by the Master Plan);
- 100 fully serviced campsites (with individual water, sanitary, and electrical hookups) including a dedicated washroom with showers (to be constructed in 10 years as recommended by the Master Plan);
- A 250 seat multi-purpose reception hall (to be constructed in 10 years as recommended in the Master Plan).

FlowSpec Engineering assumed that a typical Class 4 (i.e. subsurface disposal) septic system comprised simply of a septic tank and leaching bed would be utilized to treat and infiltrate the wastewater. A Class 4 system is relatively economical to construct compared to other treatment options and requires very little ongoing effort to inspect, operate, and maintain. FlowSpec Engineering determined that if the proposed communal septic system was located to the west of the Binbrook Park Workshop, this would afford a sufficient setback to prevent all local surface water and drinking water wells from being negatively impacted by its operation. In August 2019, FlowSpec Engineering forwarded this conclusion to the MECP.

Preliminary Cost Estimate

As part of their scope of work, FlowSpec Engineering provided a preliminary cost estimate to construct this wastewater disposal system. FlowSpec Engineering recommended a budget provision of \$1,500,000 be set aside to design and construct the communal Class 4 septic system (with a capacity to treat 100,000 litres/day) including all required conveyance and collection infrastructure (pipes, pumps, etc.) necessary to transport the wastewater from the various areas in the park to the communal septic system. FlowSpec Engineering recommended that this provision be revisited once the wastewater collection and treatment system design was further refined.

MECP Pre-Consultation Response

In September 2019 the NPCA received written confirmation that the MECP accepted FlowSpec Engineering's conclusions regarding no negative impacts and that no additional specialized wastewater treatment infrastructure or stringent performance monitoring program would be required. The MECP also indicated that the requirements of the MECP pre-consultation process have been met and the project can now move on to the design phase in preparation for a formal submission to the MECP.

Discussion:

In order to advance the project, the NPCA issued a formal Request for Proposal in February 2020 inviting qualified engineering firms to undertake the detailed design of an appropriate wastewater collection and treatment system using the preliminary work FloSpec Engineering had undertaken to inform the proposed design. One of the guiding principles of the project was that the system would be flexible and modular in nature with the ability to be built in phases in order to accommodate any changes to the ultimate vision of the Master Plan as it is implemented over time.

In April 2020, the NPCA retained the consulting engineering firm of R.J. Burnside, a firm of which has extensive expertise and experience in designing on-site wastewater collection and treatment systems for Ontario Parks, Conservation Authorities, and private campgrounds.

Through consultation between R.J. Burnside and NPCA staff, the following decisions with respect to this project were made:

- 1) The project to collect, treat, and dispose of a peak flow rate of 100,000 litres/day would be broken up into Phase 1 (50,000 litres/day) and Phase 2 (50,000 litres/day).
- 2) Phase 1 would provide the infrastructure to allow the Binbrook Conservation Area to service the projected increase in park visitation over the next 10-15 years. This would include the provision to service additional washrooms and shower facilities as recommended in the Master Plan. The projected Phase 1 peak flows are conservatively estimated to be 50,000 litres/day, half of the total peak flow of 100,000 litres/day that FlowSpec had estimated in their preliminary discussions with MECP.

The estimated cost to design and construct the wastewater treatment and collection system associated with Phase 1 was determined to be \$800,000. It was concluded that Phase 1 shall proceed immediately.

- 3) Phase 2 includes a campground comprised of 100 fully serviced sites and a multi-use building with the capacity to accommodate 250 people. Neither of these projects are anticipated to be implemented within the next 15 years, if they are ever constructed at all.

As there is presently much uncertainty regarding the feasibility and location of these two projects, it was decided that the most prudent course of action would be to defer the construction of Phase 2 infrastructure at this time in order to avoid needlessly wasting the investment in the additional infrastructure should these projects not be realized.

Rather, it is proposed to construct the Phase 1 wastewater treatment and disposal system to be easily expanded to readily accommodate the additional Phase 2 peak flow rate of 50,000 litres/day if and when the components of Phase 2 are fully implemented.

On July 30, 2020 Report No. A&BC-09-20 – Binbrook Capital Project 2020 – Updated Budget Estimates and Debt Financing was presented to the Audit and Budget (Finance) Committee, and the following resolution was passed:

Recommendation No. A&BC-25-2020

Moved by Member Beattie and seconded by Member Woodhouse

THAT Report No. A&BC-09-20 RE: Binbrook Capital Projects 2020 – Updated Budget Estimates and Debt Financing **BE RECEIVED.**

AND FURTHER THAT the Board **AUTHORIZES** staff to continue to explore financing options with the City of Hamilton, based on refined budget estimates.

Financial Implications:

The 2020 Operating and Capital Budgets were presented to the City of Hamilton's General Issues Committee on January 21, 2020. At that time, NPCA staff identified a significant unfunded pressure required to support critical capital projects for Binbrook in the amount of \$1.776M.

As a result of the issues noted above, the estimate for the Binbrook capital projects has been refined, as follows:

• Septic system	\$ 800,000
• Water system	150,000
• <u>Tree Top Trekking building</u>	<u>150,000</u>
• Sub Total	\$1,100,000
• 10 % contingency (procurement & construction)	110,000
Total	\$1,210,000

Projects of this size and magnitude require careful consideration of all available alternatives in terms of financing, including debt. It should be noted that the option to request a full special levy subsidization of this capital pressure was not considered as a viable option at the time of the initial request to the City of Hamilton. Refined budget estimates must be presented to the City of Hamilton for their consideration and further action as per earlier Council and Board direction.

Related Reports and Appendices:

Appendix 1:

- a) Link to minutes of Audit and Budget Committee from October 7, 2019
https://npca.ca/images/uploads/board_files/4d%29_ABCMinutes07.10.19.pdf
- b) Link to minutes of Full Authority Board Meeting October 16, 2019:
https://npca.ca/images/uploads/board_files/FAMinutes_10162019.pdf
- c) Link to minutes of Full Authority Board Meeting February 19, 2020:
https://npca.ca/images/uploads/board_files/Full_Authority_Agenda_-_February_19%2C_2020.pdf

Appendix 2:

- a) Link to 2020 Capital Business Cases and Supporting Documents
- pages 287 to 323 and 345 to 393
https://npca.ca/images/uploads/board_files/FA_October_16_Agenda_Package.pdf

Authored by:

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Senior Manager, Water Resources

Submitted by:

Original signed by:

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

Report To: Board of Directors

Subject: Financial Report – Q2 - 2020

Report No: FA-46-20

Date: September 17, 2020

Recommendation:

THAT Report FA-46-20 RE: Financial Report – Q2 - 2020 **BE RECEIVED** for information.

Purpose:

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

Discussion:

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

On July 30, 2020 Report No. A&BC-07-20 – Financial Report – Q2 - 2020 was presented to the Audit and Budget (Finance) Committee, and the following resolution was passed:

Recommendation No. A&BC-23-2020

Moved by Member Metcalfe and seconded by Member Woodhouse

THAT Report A&BC-07-20 Respecting Financial Report – Q2 - 2020 **BE RECEIVED** for information.

Financial Implications:

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

Related Reports and Appendices:

Appendix 1 – 2020 Operating Statement – Q2

Appendix 2 – Capital Projects 2020 – Q2

Prepared by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

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

**NIAGARA PENINSULA CONSERVATION AUTHORITY - CONSOLIDATED
2020 OPERATING STATEMENT - Q2 - 2020**

Appendix 1 - Report No. FA-46-20	Year to Date				Annual Budget	Comments
	Actual	Budget	Var AB	Var AB %		
SOURCE OF FUNDS						
Municipal Funding	\$ 3,057,988	\$ 2,910,152	\$ 147,836	5.08%	\$ 6,121,000	Timing - municipal levy budgeted monthly; received quarterly
Provincial Funding	170,752	170,586	166	0.10%	349,185	Variance not material
Federal Funding	25,000	44,946	-19,946	-44.38%	100,000	Timing - Fed cash flow
Park Operations	182,571	673,526	-491,970	-73.04%	2,016,850	Covid-19 pandemic
Permits and Regulatory Fees	201,950	193,554	8,396	4.34%	387,108	Variance not material
Other Revenue	433,740	219,792	213,948	97.34%	520,227	Canada Emergency Wage Subsidy (CEWS)
TOTAL REVENUES / SOURCE OF FUNDS	\$ 4,072,001	\$ 4,212,556	-\$ 141,570	-3.36%	\$ 9,494,370	
USE OF FUNDS						
Salaries and Benefits	\$ 2,639,844	\$ 2,783,363	\$ 143,519	5.16%	\$ 6,141,278	Gapping of both vacant and growth positions; pandemic avoided costs
Other Employee Related Expenses	73,035	118,271	45,236	38.25%	235,892	Staff training (covid impact)
Board and Volunteer	8,056	35,601	27,545	77.37%	71,200	Board expenses (covid impact / virtual meetings)
Professional Fees	120,696	305,458	184,762	60.49%	661,500	Legal fees (H/R), timing on legals, consulting & lab analysis
Occupancy Costs	195,783	274,404	78,621	28.65%	548,803	Timing - calendarization of utilities and other variable costs
Vehicles and Equipment	96,661	91,157	-5,504	-6.04%	246,020	Variance not material
Park Maintenance	154,227	221,780	67,553	30.46%	468,000	Reduced maintenance expenses due to covid park closures
Contractor Services	55,952	96,999	41,047	42.32%	194,000	Pandemic related delays
Debt Servicing	2,516	2,514	-2	-0.08%	5,030	Variance not material
Cost and Expenses	119,805	146,884	27,079	18.44%	473,025	Reduced expenses due to impact of covid (cancellations/closures)
Materials and Supplies	35,206	97,407	62,201	63.86%	196,622	Trees, plant material, supplies - covid delays (Restoration)
Marketing and Promotion	85,371	126,503	41,132	32.51%	253,000	Reduced marketing and promo due to pandemic
TOTAL EXPENSES / USES OF FUNDS	\$ 3,587,152	\$ 4,300,341	\$ 713,189	16.58%	\$ 9,494,370	

Niagara Peninsula Conservation Authority - 2020 CAPITAL PROJECTS								Appendix 2 - Report No. FA-46-20		
Project Name	Division	Location/Site	Classification	Priority Ranking	Municipality	Budget Carried Forward	Board Approved Budget 2020	YTD Spend at 31-DEC-2019	YTD Spend at 30-JUN-2020	Total Project Spend at 30-JUN-2020
CAO/Board & Admin										
Multi-Media Equipment	CAO/Board & Admin	HQ - Welland	Operational Efficiency	4	ALL	\$ -	\$ 10,000	\$ -	\$ 6,608	\$ 6,608
Signage - Pollinator Gardens	CAO/Board & Admin	Various	Strategic Initiative	3		\$ -	\$ 25,000	\$ -	NA	NA
Total - CAO/Board & Admin						\$ -	\$ 35,000	\$ -	\$ 6,608	\$ 6,608
Corporate Services										
Asset Management Capital Planning Program	Corporate Services	HQ - Welland	Operational Efficiency	5	ALL	\$ -	\$ 30,000	\$ -	\$ 12,954	\$ 12,954
Data Centre Cyclical Server Refresh	Corporate Services	HQ - Welland	Asset Integrity – Proactive Replacement	4	ALL	\$ -	\$ 23,000	\$ -	\$ 10,180	\$ 10,180
Annual PC Replacements	Corporate Services	Various	Asset Integrity – Proactive Replacement	4	ALL	\$ -	\$ 45,000	\$ -	\$ 39,078	\$ 39,078
Office Network Backup and Archive	Corporate Services	HQ - Welland	Operational Efficiency	4	ALL	\$ -	\$ 6,500	\$ -	\$ 4,352	\$ 4,352
Phone System	Corporate Services	HQ - Welland	Asset Integrity – Imminent Breakdown	5	ALL	\$ -	\$ 50,000	\$ -	\$ 18,322	\$ 18,322
Orthoimagery Acquisition - SWOOP	Corporate Services	HQ - Welland	Operational Efficiency	4	ALL	\$ -	\$ 10,000	\$ -	\$ -	\$ -
Natural Areas ELC Mapping Update	Corporate Services	HQ - Welland	Operational Efficiency	4	ALL	\$ -	\$ 200,000	\$ -	NA	NA
Balls Falls Internet Improvement & Infrastructure	Corporate Services	Balls Falls	Strategic Initiative	3	Niagara	\$ -	\$ 40,000	\$ -	\$ -	\$ -
Board Microphones	Corporate Services	Balls Falls	Operational Efficiency	3	ALL	\$ -	\$ 50,000	\$ -	NA	NA
Total - Corporate Services						\$ -	\$ 454,500	\$ -	\$ 84,886	\$ 84,886
Watershed										
OPG - Welland River Watershed (WS-2018-16)	Watershed					\$ -	\$ -	\$ 195,432	\$ 32,858	\$ 228,290
Shriner's Creek Modifications	Watershed	Niagara Falls	Operational Efficiency	3	Niagara	\$ -	\$ 80,000	\$ -	\$ -	\$ -
Flood Plain Mapping - Beaver Creek	Watershed	West Lincoln	Code Compliance and Legislation	4	Niagara	\$ -	\$ 150,000	\$ -	\$ -	\$ -
Flood Plain Mapping - Grimsby/Lincoln	Watershed	Grimsby & Lincoln	Code Compliance and Legislation	4	Niagara	\$ -	\$ 20,000	\$ 111,117	\$ 5,981	\$ 117,098
Flood Plain Mapping - St. Catharines	Watershed	St. Catharines	Code Compliance and Legislation	4	Niagara	\$ -	\$ 25,000	\$ 63,921	\$ 8,981	\$ 72,902
Water Quality Equipment	Watershed	Pelham	Asset Integrity – Proactive Replacement	3	Niagara	\$ -	\$ 35,000	\$ -	NA	NA
Virgil Dam Safety Study	Watershed	Niagara-on-the-Lake	Code Compliance and Legislation	4	Niagara	\$ -	\$ 60,000	\$ -	\$ 20,352	\$ 20,352
Stream Gauge Equipment	Watershed	Various	Operational Efficiency	3	ALL	\$ -	\$ 20,000	\$ -	NA	NA
Karst Hazard Mapping	Watershed	Various	Code Compliance and Legislation	4	ALL	\$ -	\$ 50,000	\$ -	NA	NA
Total - Watershed						\$ -	\$ 440,000	\$ 370,470	\$ 68,172	\$ 438,642
Land Operations										
Treetop Trekking (BB-2019-21)	Land Operations	Binbrook				\$ 87,854	\$ -	\$ 80,601	\$ -	\$ 80,601
Treetop Trekking Building & Amenities	Land Operations	Binbrook				\$ -	\$ 150,000	\$ -	\$ 9,382	\$ 9,382
Binbrook - Septic System	Land Operations	Binbrook	Critical	5	Hamilton	\$ -	\$ 1,500,000	\$ -	\$ 9,446	\$ 9,446
Water Treatment System Upgrades	Land Operations	Binbrook	Strategic Initiative	4	Hamilton	\$ -	\$ 150,000	\$ -	\$ -	\$ -
Tyneside Trail Upgrades - Binbrook	Land Operations	Binbrook	Strategic Initiative	3	Hamilton	\$ -	\$ 10,000	\$ -	\$ -	\$ -
Septic System Replacement Ball's Falls (BF-2017-09)	Land Operations	Balls Falls				\$ 57,323	\$ -	\$ 21,177	\$ 21,832	\$ 43,009
Field Centre Restoration - Balls Falls	Land Operations	Balls Falls	Critical	5	Niagara	\$ -	\$ 35,000	\$ -	\$ -	\$ -
Historical Building Restoration - Balls Falls	Land Operations	Balls Falls	Strategic Initiative	4	Niagara	\$ -	\$ 100,000	\$ -	\$ 94,897	\$ 94,897
Road Upgrade & Drainage - LB North Side	Land Operations	Long Beach				\$ 51,926	\$ 232,000	\$ 23,074	\$ 213,806	\$ 236,880
North Side Comfort Station - Long Beach	Land Operations	Long Beach	Strategic Initiative	4	Niagara	\$ 246,438	\$ 110,000	\$ 3,562	\$ 2,086	\$ 5,648
New Park Signage (CW-2019-37)	Land Operations	Various				\$ 28,625	\$ -	\$ 21,375	\$ 1,500	\$ 22,875
Equipment Sustainment - Land Operations	Land Operations	Various	Asset Integrity – Proactive Replacement	4	ALL	\$ -	\$ 228,280	\$ -	\$ 96,448	\$ 96,448
Cistern - Gainsborough	Land Operations	Gainsborough	Operational Efficiency	4	Niagara	\$ -	\$ 40,000	\$ -	\$ 2,908	\$ 2,908
Workshop Upgrades - Gainsborough	Land Operations	Gainsborough	Asset Integrity – Proactive Replacement	4	Niagara	\$ -	\$ 100,000	\$ -	\$ 45,529	\$ 45,529
Centre for Conservation - Gallery Upgrades	Land Operations	Balls Falls	Strategic Initiative	3	Niagara	\$ 80,000	\$ 80,000	\$ -	\$ (8,000)	\$ (8,000)
Septic Design & Scope - Chippawa Creek	Land Operations	Chippawa Creek	Code Compliance and Legislation	3	Niagara	\$ -	\$ 10,000	\$ -	NA	NA
Barn - Wedding Updates	Land Operations	Balls Falls	Strategic Initiative	4	Niagara	\$ -	\$ 90,000	\$ -	NA	NA
Electrical and Water (Ridge) - Long Beach	Land Operations	Long Beach	Strategic Initiative	4	Niagara	\$ -	\$ 88,000	\$ -	NA	NA
Total - Land Operations						\$ 552,166	\$ 2,923,280	\$ 149,789	\$ 489,834	\$ 639,623
GRAND TOTAL	ALL DIVISIONS					\$ 552,166	\$ 3,852,780	\$ 520,259	\$ 649,500	\$ 1,169,759

Report To: Board of Directors

Subject: 2021 Budget Assumptions

Report No: FA-47-20

Date: September 17, 2020

Recommendation

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.

Purpose

The purpose of Report No. FA-47-20 is to seek the Board of Director's approval on:

- a) 2021 operating and capital budget assumptions and associated timelines for the 2021 budget development process;
- b) List of NPCA unfunded capital pressures, based on an analysis of capital funding for 2019, 2020 and 2021.

Background

In the development of the recommended budget assumptions for the 2021 budget process, Staff have reviewed and considered the following:

- Cost of living adjustments (COLA) and grid step increases
- Inflation (Consumer price index – CPI)
- Multi-year contractual obligations, including OPSEU collective agreement provisions for 2021.
- Operating and capital unfunded pressures
- Operational impact of the Covid-19 pandemic – 2020 and beyond
- Budget guidelines from municipal partners
- Budget process and structure from other conservation authorities
- General economic outlook and political climate
- Implications of Bill 108 and provincial funding
- Impacts on service delivery

- Asset management, state of good repair for asset base, capital funding gaps, deferred capital projects and building a sustainable capital plan
- New programs and growth initiatives

Discussion

Regular Levy

Annually, NPCA develops a regular levy of operating expenditures including salaries and benefits, Board per diems and travel expenses, rent and other fixed costs, program expenses and other expenditures required to support operations. The regular levy is apportioned to each partner municipality within the watershed based on MPAC assessed value data received annually from the Ministry of Natural Resources and Forestry.

Special Levy

- Operating: special levy (operating) supports an operating activity that benefits one or more municipalities but not the entire watershed – for example, long term debt payments for a specific municipality
- Capital: special levy (capital) supports capital expenditures and is apportioned to each municipality in accordance with the location and related benefit of the capital project. Capital projects that benefit the entire watershed (i.e. asset management program) are apportioned in keeping with the regular levy splits.

Further to review and consideration of the items outlined in the background section of this report, staff are recommending the following, as summarized in Table 1:

1. Regular Levy - operating expenditures – 1.75% COLA increase, in accordance with the legal provisions in the final year of the current Collective Agreement (2020 – 1.50%)
2. Special Levy - Capital Program – 2.0% budget increase

Table 1 - NPCA 2021 Levy Targets				
	Actual	Increase		Proposed
(in thousands)	2020	%	\$	2021
Regular Levy	6,093	1.75%	107	\$ 6,199
Special Levy	1,320	2.00%	26	1,346
TOTAL	\$ 7,412		\$ 133	\$ 7,545

It should be noted that the impact of Bill 108 – *More Homes, More Choice Act, 2019*, is still unknown and may present budget pressures in 2021.

COVID Pandemic Related Costs

Incremental expenses projected in 2021 as a result of the Covid-19 pandemic will be presented as a separate line item, in keeping with municipal guidelines.

Unfunded Pressures

An extensive review of unfunded operating and capital pressures will be undertaken with the 2021 budget process and included below the line in budget presentations. This critical exercise is intended to identify to stakeholders the required investments in NPCA for long term sustainability of the organization, and support asset management state of good repair protocols.

Table 2 below outlines NPCA's budgeted capital expenditures for 2019 and 2020, by department and funding source. This analysis is intended to demonstrate the impact of 2019 and 2020 funding reductions on NPCA's ability to maintain our asset base in a state of good repair and support critical, strategic operational objectives. The analytics will be updated and refined on a regular basis and will include strategies identified in the strategic plan and pressures identified through the 2021 budget process.

Table 2 - Summary - Capital Budget							
	Budget	Funding Source					
		Niagara	Hamilton	Haldimand	Reserves	Deferred	Total
2019							
CAO / Board	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate Services	89.0	-	-	-	89.0	-	89.0
Land Operations	1,462.8	-	-	-	1,195.6	267.2	1,462.8
Watershed	48.5	-	-	-	48.5	-	48.5
Total - 2019	\$ 1,600.3	\$ -	\$ -	\$ -	\$ 1,333.1	\$ 267.2	\$ 1,600.3
2020							
CAO / Board	\$ 35.0	\$ -	\$ 7.3	\$ 0.6	\$ 4.0	\$ 23.0	\$ 35
Corporate Services	454.5	131.2	86.7	7.7	-	229.0	454.5
Land Operations	2,923.3	485.7	1,857.7	4.2	-	575.6	2,923.3
Watershed	440.0	265.0	4.2	0.4	-	170.4	440.0
Total - 2020	\$ 3,852.8	\$ 881.9	\$ 1,955.9	\$ 12.9	\$ 4.0	\$ 998.1	\$ 3,852.8
<i>(in thousands)</i>							
TOTAL	\$ 5,453.1	\$ 881.9	\$ 1,955.9	\$ 12.9	\$ 1,337.2	\$ 1,265.3	\$ 5,453.1

In keeping with the revised capital budgeting process implemented in 2019, a business case and needs assessment will be developed to support each identified unfunded priority. Further, each unfunded/deferred priority will be evaluated using the priority ranking and classification established in 2019 to ensure alignment with NPCA and partner municipalities' priorities and objectives.

Please see attached Appendix 1 for 2021 Operating and Capital Budget Schedule.

On July 30, 2020 Report No. A&BC-10-20 – 2021 Budget Assumptions was presented to the Audit and Budget (Finance) Committee, and the following resolution was passed:

Recommendation No. A&BC-26-2020

Moved by Member Foster and Seconded by Member Woodhouse

1. **THAT** Report No. A&BC-10-20 regarding the recommended budget assumptions for the 2021 Operating and Capital Budgets **BE APPROVED** for use in the development of the 2021 budget, subject to approval by the Board of Directors.
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.

Relevance to Authority Policy

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

Related Reports and Appendices

Appendix 1 – 2021 Operating and Capital Budget Schedule

Prepared by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

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

2021 Operating & Capital Budget Schedule

July 23, 2020	2021 Budget Planning Guidelines - Niagara Region
July 30, 2020	2021 budget assumptions approved by Audit & Budget (FINANCE) Committee
August and Sept. 2020	Consultation with funding municipalities
Sept. 16, 2020	2021 budget assumptions approved by Authority Board
August 28, 2020	Salary and benefits matrix to budget owners Operating expense template to budget owners Budget preparation guidelines to budget owners
August & Sept. 2020	Consultation / meetings with internal stakeholders Development and distribution of capital planning process, policies and templates Operating and Capital Budget analytics
October 2020	2021 Budget Planning Guidelines - City of Hamilton
October 29, 2020	Draft 2021 Operating and Capital Budgets to Audit and Budget (FINANCE) Committee for recommendation to the Authority Board
November 19, 2020	Draft 2021 Operating and Capital Budgets to the Authority Board for approval to begin negotiations with municipal partners
November 2020	Consultation with partner municipalities on 2021 Draft Operating and Capital Budgets
November 26, 2020	Niagara Region budget workshop and presentation
December 10, 2020	2021 Draft Operating and Capital Budgets presentation to Niagara Region Budget Review Committee of the Whole
January 2021	2021 Draft Operating and Capital Budgets - Council presentations: Hamilton and Haldimand (if required)
February 2021	2021 Final Operating and Capital Budgets approved by Authority Board
February 2021	Release levy letters to partner municipalities