

**FULL AUTHORITY MEETING  
Wednesday, September 18, 2019  
9:30 a.m.  
Ball's Falls Centre for Conservation  
Glen Elgin Room  
3292 Sixth Avenue, Jordan, ON**

**A G E N D A**

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**CALL TO ORDER**

*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. ADOPTION OF AGENDA**

- a) Addition of items
- b) Change in order of items
- c) Adoption of Agenda

**2. DECLARATION OF CONFLICT OF INTEREST**

**3. PRESENTATIONS AND DELEGATIONS**

- a) Presentation by Mr. David Heyworth Official Plan Policy Consultant, Niagara Region RE: Creating a New Niagara Official Plan -This presentation will include background information regarding the creation of the new Niagara Official Plan, an update on the status of the priority background studies and an overview of the consultation framework.
- b) Presentation by Mr. Sean Norman, Senior Planner Niagara Region RE: Natural Environment Work Program for the New Niagara Official Plan - This presentation will provide an overview of the natural environment work program which is currently underway in support of the new Niagara Official Plan.

**4. ADMINISTRATIVE BUSINESS**

- a) Approval of the Minutes of the Full Authority meeting dated August 14, 2019
- b) Approval of the Minutes of the Audit & Budget Committee meeting dated September 5, 2019
- c) Approval of the Minutes of the CAO Selection Committee meeting September 10, 2019

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d) Correspondence:

- |     |  |          |
|-----|--|----------|
| 1)  | Ontario Transfer Payment Agreement with MNRF dated April 1, 2019   | Page 17  |
| 2)  | Ontario Transfer Payment Agreement (Drinking Water Source Protection 2019- 2020 Program) dated April 1, 2019 | Page 44  |
| 3)  | Correspondence from the City of Hamilton dated August 2, 2019 RE: 2020 Budget Submission for the NPCA        | Page 86  |
| 4)  | Niagara Region – 2020 Budget Planning dated August 15, 2019  | Page 88  |
| 5)  | MECP – Office of the Minister letter dated August 16, 2019   | Page 103 |
| 6)  | NPCA letter to Minister Yurek dated August 21, 2019  | Page 104 |
| 7)  | Town of Pelham letter dated August 16, 2019  | Page 106 |
| 8)  | Mining and Lands Tribunal 2016 General Levy dated August 19, 2019  | Page 107 |
| 9)  | Mining and Lands Tribunal 2018 General Levy dated August 19, 2019  | Page 109 |
| 10) | Mining and Lands Tribunal 2019 General Levy dated August 19, 2019  | Page 111 |
| 11) | Headwaters Newsletter dated August 22/23, 2019   | Page 113 |
| 12) | Conservation Ontario letter dated August 23, 2019  | Page 115 |
| 13) | Conservation Halton Letter to Premier & MECP dated August 28, 2019   | Page 116 |
| 14) | Conservation Ontario Letter dated August 30, 2019  | Page 149 |

15) Correspondence from John Lynn dated September 4, 2019  
Page 153

16) Correspondence from Mickey DiFruscio dated  
September 9, 2019  
Page 154

e) Chairman's Remarks

f) Chief Administrative Officer Comments

## **5. BUSINESS FOR INFORMATION**

a) Report No. FA-121-19 RE: Board Members' Access to  
Corporate Records  
Page 155

b) Report No. FA-122-19 RE: Update – Response to the  
Auditor General's Recommendations  
Page 158

c) Report No. FA-127-19 RE: Media Coverage and  
Communications Update Report for August 2019  
Page 178

## **6. BUSINESS FOR CONSIDERATION**

a) Report No. FA-91-19 RE: Draft NPCA Client Service Standards  
for Plan and Permit Review  
Page 188

c) Report No. FA-100-19 RE: Water Data Management System  
Purchase  
Page 227

c) Report No. FA-101-19 RE: Updated Standing Committees  
Terms of Reference  
Page 242

d) Report No. FA-102-19 RE: 2020 Budget Guidelines and  
Draft Operating Budget - Ms. Gayle Wood, NPCA Chief  
Administrative Officer will provide a presentation via PowerPoint  
entitled The History of Conservation Authorities/NPCA Funding  
and Budgeting and Ms. Lise Gagnon, Director, Corporate Services  
will present the 2020 Draft Operating Budget.  
Page 249

- e) Report No. FA-104-19 RE: 2019 Restoration Project Approvals for September Page 400
- f) Report No. FA-119-19 RE: MOU – Glanbrook Conservation Club Page 407
- g) Report No. FA-120-19 RE: Staff Response – Terms of Reference Public Advisory Committee Page 414
- h) Report No. FA-123-19 RE: Creating a Human Resources Action Plan Page 447

**7. BUSINESS – In Camera**

- a) Advice that is subject to solicitor-client privilege, including communications necessary for that purpose
- b) Labour relations, Human Resources or employee negotiations
- c) Land Acquisition
- d) Personal matters about identifiable individual(s), including NPCA employees

**8. NOTICE OF MOTION**

**9. NEW BUSINESS**

**10. ADJOURNMENT**





**FULL AUTHORITY  
MEETING MINUTES  
Wednesday, August 14, 2019  
9:30 a.m.  
Ball's Falls  
Centre for Conservation – Glen Elgin Room  
3292 Sixth Avenue, Jordan, ON**

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**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:**

D. Bylsma (Chair)  
R. Brady  
B. Clark  
D. Cridland  
L. Feor (arrived at 10:56, departed at break)  
R. Foster  
D. Huson (departed at break)  
J. Ingrao  
B. Johnson  
B. Mackenzie  
J. Metcalfe  
E. Smith  
B. Steele (departed at 11:40)  
T. Whalen  
B. Wright

**MEMBERS ABSENT:**

R. Shirton  
G. Zalepa

**STAFF PRESENT:**

G. Wood, CAO / Secretary – Treasurer  
D. Gullett, Interim Clerk  
R. Bisson, Community Engagement Manager  
A. Christie, Acting Senior Manager, Operations and Special Projects  
D. Deluce, Senior Manager Planning and Regulations  
M. Ferrusi, Human Resources Consultant  
L. Gagnon, Director, Corporate Services  
D. MacKenzie, Director, Watershed Management  
S. Miller, Senior Manager, Water Resources and Restoration  
E. Navarro, Communications Specialist

The Chair called the meeting to order at 9:30 a.m. and welcomed everyone. At this time, he read the following acknowledgement:

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. ADOPTION OF AGENDA

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a) Adoption of Agenda

Resolution No. FA-182-19

Moved by Board Member Huson

Seconded by Board Member Mackenzie

**THAT** the agenda **BE ADOPTED** as amended to reflect that Mr. Bev Lepard will present on item # 3a) and that item 6i) be moved ahead of item 6a).

**CARRIED**

b) Addition of Items

Resolution No. FA-183-19

Moved by Board Member Wright

Seconded by Board Member Smith

**THAT** an agenda item **be added** for the closed session agenda to include an additional personal matter about an identifiable individual regarding a Code of Conduct matter and Conflict of Interest explanation.

**DEFEATED**

## 2. DECLARATIONS OF CONFLICT OF INTEREST

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Board Member Wright declared a potential, non-pecuniary obligation Conflict of Interest on the two presentations and items 6b, 6c & 6e. Board Member Huson declared a Conflict of Interest for Report FA-110-19 in closed session.

## 3. PRESENTATIONS (and/or Delegations)

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- a) Presentation by Mr. Bev Lepard, Welland River Floodplain Association  
RE: NPCA's Welland River Floodplain Mapping update – Discussion ensued.

- b) Presentation by Mr. Ed McDonnell, CEO Friends of Greenbelt Foundation  
regarding the Positively Green Project. He introduced his colleague Shelly Petrie.  
Discussion ensued.

Resolution No. FA-184-19

Moved by Board Member Brady

Seconded by Board Member Cridland

**THAT** the following delegations **BE RECEIVED**:

- Presentation by Mr. Bev Lepard, Welland River Floodplain Association  
RE: NPCA's Welland River Floodplain Mapping update;
- Presentation by Mr. Ed McDonnell, CEO Friends of the Greenbelt Foundation  
RE: Positively Green Project.

**CARRIED**

Resolution No. FA-185-19  
Moved by Board Member Huson  
Seconded by Board Member Smith

1. **THAT** the NPCA Board of Directors endorse the Greenbelt “Positively Green Initiative”; and
2. **THAT** staff be directed to work with the Greenbelt Foundation on project development, seek Board approval, and engage municipalities on 2020 budget submissions.

**CARRIED**

#### 4. ADMINISTRATIVE BUSINESS

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- a) Approval of Draft Minutes Full Authority Meeting July 17, 2019
- b) Approval of Draft Minutes Full Authority Closed Session Meeting July 17, 2019 - As circulated under separate cover to remain private and confidential.
- c) Approval of Draft Minutes Governance Committee Meeting July 24, 2019

Resolution No. FA-186-19  
Moved by Board Member Whalen  
Seconded by Board Member Steele

**THAT** the following minutes **BE APPROVED**:

- Minutes of the Full Authority Meeting dated July 17, 2019 (with amendment to reflect Board Member Wright):
  - 1) The minutes state that he had declared a conflict of interest under item 2.0 Conflict of Interest and Item 6 for Report No. FA-76-19;
  - 2) It was alleged that he was in a conflict of interest; and
  - 3) However, he actually said that he should have declared a conflict of interest or at least potential conflict of interest, based on what he was informed in the July 17 meeting recess.
- Minutes of the Full Authority Closed Session Meeting dated July 17, 2019 to remain private and confidential; and
- Minutes of the Governance Committee Meeting dated July 24, 2019

**CARRIED**

Resolution No. FA-187-19  
Moved by Board Member Beattie  
Seconded by Board Member Huson

**THAT** the following motion **BE APPROVED** as amended:

1. **THAT** the Board **direct** staff to prepare an information session on the 2019 Welland River Floodplain Mapping Report and the Reg. 155 Policy Document. That the info session should include: the NPCA Board plus the new members being seated in September / October, NPCA Staff, the Welland River Floodplain Committee, the consultant hired to do the floodplain mapping and the consultant hired to do the Policy Document update.

The session should include the process used to develop the 2019 Welland River Floodplain Map, the process used to bring all the relevant legislation together, to ensure the Policy Document was properly updated and the numerous community sessions held to ensure open and transparent communications with the community.

This session would enable the Board to make an informed decision on the Welland River Report, review the Policy Document and give Board members more knowledge of floodplain issues as we move forward with more mapping in the Niagara Watershed.

2. **THAT** the Board **direct** staff to release the draft document and allow a minimum thirty day commenting period prior to the four community meetings to present the draft 2019 Welland River Floodplain Mapping Report for public review. This completes the commitment made by the 2011 NPCA Board and supported by the 2015 NPCA Board for an open public consultation process.
3. **THAT** Resolution No. FA-135-19, asking for a third-party peer review of the 2019 Welland River Floodplain mapping **be deferred** until the above items 1 and 2 are completed.

**CARRIED**

Resolution No. FA-188-19

Moved by Board Member Clark

Seconded by Board Member Beattie

**THAT** item 3 of Resolution FA-187-19 **be removed** from the motion.

**CARRIED**

Resolution No. FA-189-19

Moved by Board Member Clark

Seconded by Board Member Johnson

**THAT** Item 4d) of the August 14, 2019 meeting **be removed** from the agenda.

**CARRIED**

- d) Business Arising from Minutes

There was no business arising from the minutes.

- e) Correspondence

- 1) Conservation Ontario Council Meeting dated June 24, 2019
- 2) Town of Fort Erie dated July 16, 2019
- 3) Ministry of Natural Resources and Forestry dated July 18, 2019
- 4) Niagara Region - Representation of the NPCA Board of Directors dated July 19, 2019
- 5) Conservation Ontario letter to AMO dated July 19, 2019
- 6) Conservation Ontario letter to BILD dated July 19, 2019
- 7) Conservation Ontario letter to OHBA dated July 19, 2019
- 8) Conservation Ontario letter to RESCON dated July 19, 2019
- 9) NPCA letter to MNRF dated July 24, 2019

Resolution No. FA-190-19

Moved by Board Member Steele

Seconded by Board Member Huson

**THAT** the following items of correspondence **BE RECEIVED** for information:

- 1) Conservation Ontario Council Meeting dated June 24, 2019
- 2) Town of Fort Erie dated July 16, 2019
- 3) Ministry of Natural Resources and Forestry dated July 18, 2019
- 4) Niagara Region - Representation of the NPCA Board of Directors dated July 19, 2019
- 5) Conservation Ontario letter to AMO dated July 19, 2019
- 6) Conservation Ontario letter to BILD dated July 19, 2019
- 7) Conservation Ontario letter to OHBA dated July 19, 2019
- 8) Conservation Ontario letter to RESCON dated July 19, 2019
- 9) NPCA letter to MNRF dated July 24, 2019

**CARRIED**

f) Chair's Comments

Chair Bylsma was very pleased to sign the land purchase agreement that was long negotiated by the members of Hamilton, most particular Member Beattie. He also thanked the other Members from Hamilton Members Clark, Johnson and Wright. Had an opportunity with CAO Gayle Wood and Sr. Manager Adam Christie to sign that which concludes a very long and arduous journey. The Chair congratulated the members from Hamilton for working on this purchase.

There was a Governance Committee Meeting, which the minutes are attached continuing doing the work to advance the organization. The Chair thanked Member Whalen as this is his last meeting for his contributions providing stability, accountability and transparency in improving this organization.

g) Chief Administrative Officer's Comments

Ms. Wood added her thanks to member Whalen who has given her excellent guidance over the last five months. The Region of Niagara will be considering the last of the five appointees to the Board of Directors tomorrow night at Regional Council. They will be considering members from Lincoln, Niagara-on-the-Lake, Thorold, West Lincoln and Port Colborne.

The CAO noted in the audience is Mr. Ken Kawall who is being recommended by the Region to be the representative from Lincoln. We will get an announcement out in the media, and an orientation session for the members before the September meeting.

The CAO heard concerns from the public regarding the barrier that we used to put up in the past indicating a separation of the Board and the public which is certainly not the perception which we want to send out anymore. So, if you note today, the barrier is gone and we continue to welcome members from the community to join us for the board meetings, so thank you for your patience with that.

Member Whalen would like to thank this board for giving him the opportunity to work with such a great committee and staff for the past six or seven months. He thanked the staff being a great competent team and to the CAO Gayle from coming on board the last few months.

## 5. BUSINESS FOR INFORMATION

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- a) Report No. FA-88-19 RE: Conservation Ontario Guidance Documents for CA Planning and Regulations Program
- b) Report No. FA-99-19 RE: Financial and Reserve Report Year to Date Ending June 2019
- c) Report No. FA-106-19 RE: Update – Auditor General Report Recommendations
- d) Report No. FA-113-19 RE: Niagara River MOU and Special Levy - \$ 1.6M
- e) Report No. FA-116-19 RE: Media Coverage and Communications Update August 2019

Resolution No. FA-191-19

Moved by Board Member Smith

Seconded by Board Member Johnson

**THAT** the following reports **BE RECEIVED** for information:

- Report No. FA-88-19 RE: Conservation Ontario Guidance Documents for CA Planning and Regulations Program;
- Report No. FA-99-19 RE: Financial and Reserve Report Year to Date Ending June 2019;
- Report No. FA-106-19 RE: Update – Auditor General Report Recommendations;
- Report No. FA-113-19 RE: Niagara River MOU and Special Levy - \$ 1.6M;
- Report No. FA-116-19 RE: Media Coverage and Communications Update August 2019;

**CARRIED**

## 6. BUSINESS FOR CONSIDERATION

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- a) Report No. FA-69-19 RE: NPCA Promotion Policy

Resolution No. FA-192-19

Moved by Board Member Johnson

Seconded by Board Member Metcalfe

**THAT** Report No. FA-69-19 **BE APPROVED**

**CARRIED**

- b) Report No. FA-74-19 RE: Stormwater Outlets in Valleylands - Member Brady suggested it would be useful to use Option # 3 on an interim basis, but to ask staff if there's a part in establishing the variance process to look into those and see if there is a better process that can be used in the future.

Resolution No. FA-193-19

Moved by Board Member Johnson

Seconded by Board Member Metcalfe

1. **THAT** Report No. FA-74-19 RE: Stormwater Outlets in Valleylands **BE RECEIVED** and;

2. **THAT** the Board **APPROVE** Option 3 of Report FA-74-19 regarding Stormwater Outlets in Valleylands to be utilized as a NPCA Procedure

**CARRIED**

- c) Report No. FA-89-19 RE: NPCA Floodplain Mapping

Resolution No. FA-194-19

Moved by Board Member Metcalfe

Seconded by Board Member Johnson

1. **THAT** Report No. FA-89-19 RE: NPCA Floodplain Mapping Workplan **BE RECEIVED** for consideration and;
2. **THAT** the Board direct staff to secure funding from the NPCA's member municipalities in order to undertake the Floodplain Mapping Workplan through a long-term capital submission.

**CARRIED**

- d) Report No. FA-92-19 RE: Honorary Member

Resolution No. FA-195-19

Moved by Board Member Mackenzie

Seconded by Board Member Ingrao

1. **THAT** Report No. FA-92-19 RE: Confidential Honorary Member **BE RECEIVED** and;
2. **THAT** the Board of Directors appoint Mr. Mickey Difruscio as an Honorary Member of the NPCA for the 2019 year in an ex-officio, non-voting capacity

**CARRIED**

- e) Report No. FA-98-19 RE: Re-Appointment of NPCA Section 28 Regulations Officer

Resolution No. FA-196-19

Moved by Board Member Ingrao

Seconded by Board Member Mackenzie

1. **THAT** Report No. FA-98-19 RE: Re-appointment of NPCA Regulations Officer **BE RECEIVED** and;
2. **THAT** the Board **re-appoint** Amy Parks, Regulations Officer, for the term of her employment with the NPCA, as an Officer pursuant to section 28 of the Conservation Authorities Act and Ontario Regulation 155/06 (as amended).

**CARRIED**

- f) Report No. FA-103-19 RE: Proposed 2021 Wedding Fee Schedule – Ball's Falls Conservation Area

Resolution No. FA-197-19

Moved by Board Member Foster

Seconded by Board Member Cridland

1. **THAT** Report No. FA-103-19 RE: respecting the Proposed 2021 Wedding Fee Schedule – Ball's Falls Conservation Area **BE RECEIVED**.
2. **THAT** the Proposed 2021 Ball's Falls Wedding Fee Structure outlined in Appendix 1 of Report FA-103-19 **BE APPROVED**.

**CARRIED**

- g) Report No. FA-105-19 RE: Updated – Governance Committee Revised Terms of Reference

Resolution No. FA-198-19  
Moved by Board Member Smith  
Seconded by Board Member Cridland

1. **THAT** Report No. FA-105-19 RE: Update – Governance Committee Terms of Reference, August 14, 2019 **BE APPROVED**.

**CARRIED**

- h) Report No. FA-107-19 RE: Board of Directors Training and Development

Resolution No. FA-199-19  
Moved by Board Member Cridland  
Seconded by Board Member Beattie

1. **THAT** Report No. FA-107-19 RE: Board of Directors Training and Development **BE RECEIVED**.
2. **THAT** staff be directed to finalize a 2019 training and development program as approved by the Board of Directors, including an introduction to Strategic Planning.

**CARRIED**

- i) Report No. FA-112-19 RE: CAO Selection Committee Next Steps

Resolution No. FA-200-19  
Moved by Board Member Beattie  
Seconded by Board Member Cridland

1. **THAT** Report No. FA-112-19 RE: CAO Selection Committee – Next Steps **BE APPROVED**.
2. **THAT** Member Brady **replace** Member Foster on the CAO Selection Committee.

**CARRIED**

- j) Report No. FA-115-19 RE: Public Advisory Committee Terms of Reference

Resolution No. FA-201-19  
Moved by Board Member Brady  
Seconded by Board Member Whalen

1. **THAT** Report No. FA-115-19 RE: NPCA Public Advisory Committee (PAC) Terms of Reference be **RECEIVED** for information; and



2. **THAT** the Board of Directors **APPROVE** the revised Terms of Reference (TOR) for the NPCA Public Advisory Committee (PAC).

**DEFERRED**

- k) Report No. FA-117-19 RE: Revised Communications Policy

Resolution No. FA-202-19

Moved by Board Member Beattie

Seconded by Board Member Brady

**THAT** Report FA-117-19 RE: Revised NPCA Media and Communications Policy **BE APPROVED**.

**CARRIED**

## **7. BUSINESS – IN CAMERA**

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- a) Motion to convene in Closed session

Resolution No. FA-203-19

Moved by Board Member Whalen

Seconded by Board Member Ingrao

**THAT** the meeting of the Board of Directors of the Niagara Peninsula Conservation Authority convene in closed session at 1:34 p.m. in accordance with Section 11.1 of the NPCA Administrative By-law for the discussion on:

- a) Labour relations, human resources or employee negotiations;
- b) Advice that is subject to solicitor-client privilege; and
- c) Personal matters about identifiable individual(s), including NPCA employees.

**CARRIED**

- b) Motion to reconvene in to Open Session

Resolution No. FA-204-19

Moved by Board Member Beattie

Seconded by Board Member Brady

**THAT** the meeting of the Board of Directors of the Niagara Peninsula Conservation Authority **RECONVENE** in open session at 2:26 p.m.

**CARRIED**

- c) Business Arising from Closed Session

Resolution No. FA-205-19

Moved by Board Member Whalen

Seconded by Board Member Johnson

**THAT** Confidential Reports No. FA-109-19, FA-110-19, FA-118-19 **BE RECEIVED** to remain private and confidential and any recommendations therein approved.

**CARRIED**

## 8. NOTICE OF MOTION

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None

## 9. NEW BUSINESS

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None

## 10. ADJOURNMENT

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Resolution No. FA-206-19

Moved by Board Member Foster

Seconded by Board Member Beattie

**THAT** this meeting **BE** hereby **ADJOURNED** at 2:30 p.m.

**CARRIED**

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Dave Bylsma  
Chair  
Niagara Peninsula Conservation Authority

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Debbie Gullett  
Interim Clerk  
Niagara Peninsula Conservation Authority

**AUDIT AND BUDGET COMMITTEE  
MEETING MINUTES**

Thursday, September 5, 2019  
9:30 a.m.  
Ball's Falls Centre for Conservation  
Glen Elgin Room  
3292 Sixth Avenue, Jordan, ON

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**MEMBERS PRESENT:**

G. Zalepa, Committee Chair  
S. Beattie  
D. Bylsma (ex-officio)  
R. Foster  
J. Metcalfe  
B. Steele  
B. Wright

**OTHERS:**

K. Kawall  
E. Smith (arrived 9:37 a.m.)  
J. Hellinga  
L. Feor

**STAFF PRESENT:**

G. Wood, Interim Chief Administrative Officer / Secretary – Treasurer  
R. Bisson, Manager, Communications and Public Relations  
G. Bivol, Interim Clerk  
A. Christie, Acting Senior Manager, Operations and Special Projects  
D. Deluce, Senior Manager, Planning and Regulations  
M. Ferrusi, Manager, Human Resources  
L. Gagnon, Director Corporate Services  
D. MacKenzie, Director, Watershed Management  
S. Miller, Senior Manager, Water Resources and Restoration  
G. Verkade, Senior Manager, Integrated Watershed Planning and Information Management

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**1. WELCOME FROM THE CHAIR**

The Committee Chair called the meeting to order at 9:32 a.m. and outlined the meeting protocol. Introductions of attendees and staff introductions were made.

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**2. ADOPTION OF AGENDA**

Recommendation No. A&BC 17-19  
Moved by Board Member Foster  
Seconded by Board Member Beattie

**THAT** the NPCA Audit and Budget Committee agenda dated September 5, 2019 be adopted.

**CARRIED**

### 3. DECLARATIONS OF INTEREST

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There were no declarations of pecuniary interest.

### 4. PRESENTATIONS (and/or Delegations)

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- a) History of Conservation Authorities/NPCA Funding – The Chief Administrative Officer/Secretary- Treasurer presented the history of provincial funding to Conservation Authorities as well as an overview of NPCA revenues over the years. Discussion ensued.

Recommendation No. A&BC 18-19

Moved by Board Member Steele

Seconded by Board Member Metcalfe

**THAT** the PowerPoint presentation entitled History of Conservation Authorities/NPCA Funding dated September 5, 2019 be received.

**CARRIED**

### 5. BUSINESS FOR INFORMATION

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There were no items for information.

### 6. BUSINESS FOR CONSIDERATION

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- a) Minutes of the Audit and Budget Committee Meeting dated June 26, 2019 – The process for conveying information from the committee level to the Board was discussed.

Resolution No. A&BC 19-19

Moved by Board Member Foster

Seconded by Board Member Beattie

**THAT** the minutes of the Audit and Budget Committee meeting dated June 26, 2019 be approved.

**CARRIED**

- b) Report No. A&BC-05-19 RE: Report on 2020 Operating Budget - Chief Administrative Officer/Secretary-Treasurer G. Wood presented. Members posed questions and discussion ensued.

Resolution of Report No. A&BC-20-19

Moved by Board Member Foster

Seconded by Board Member Steele

**THAT** Report No. A&BC-05-19 regarding the recommended 2020 budget, be approved for use in the development of the 2020 Budget, subject to approval by the Board of Directors.

**CARRIED**

- c) 2020 Operating Budget documentation (provided under separate cover) - L. Gagnon, Corporate Services Director presented the 2020 Operating Budget via PowerPoint. Members posed questions. Discussion ensued.

Recommendation No. A&BC 21-19

Moved by Board Member Steele

Seconded by Board Member Foster

**THAT** the PowerPoint presentation from the Director of Corporate Services regarding the 2020 Operating Budget - Consolidated be received.

**CARRIED**

Recommendation No. A&BC 22-19

Moved by Board Member Metcalfe

Seconded by Board Member Wright

**THAT** the Niagara Peninsula Conservation Authority 2020 Draft Operating Budget-Consolidated document be amended as follows: Staff to investigate a re-allocation or increase of funding within the budget to allow for retention of a facilitator to conduct the strategic planning process.

**CARRIED**

Recommendation No. A&BC 23-19

Moved by Board Member Metcalfe

Seconded by Board Member Wright

**THAT** the Niagara Peninsula Conservation Authority 2020 Draft Operating Budget-Consolidated document be received and approved as amended.

**CARRIED**

## **7. NEW BUSINESS**

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There were no new business items.

## **8. ADJOURNMENT**

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Recommendation No. A&BC-24-19

Moved by Board Member Steele

Seconded by Board Member Metcalfe

**THAT** the NPCA Audit and Budget Committee be hereby adjourned at 12:08 p.m.

**CARRIED**

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Gary Zalepa,  
Committee Chair

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Grant Bivol,  
Interim Clerk to the Authority



**CAO SELECTION COMMITTEE  
MEETING MINUTES**

**Tuesday, September 10 2019**

**1:00 p.m.**

**NPCA Head Office**

**Boardroom**

**250 Thorold Road West, Welland, ON**

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**MEMBERS PRESENT:** B. Steele, Committee Chair (arrived 1:22 p.m.)  
S. Beattie  
R. Brady  
D. Bylsma (ex-officio)  
B. Johnson

**MEMBERS ABSENT:** D. Huson (ex-officio)

**STAFF PRESENT:** G. Bivol, Clerk

**OTHERS:** P. Rowan, Feldman Daxon Partners, Inc.

Vice Chair Johnson called the meeting to order at 1:03 p.m..

## **1. ADOPTION OF AGENDA**

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a) Addition of Items

There were no additional items added to the agenda.

b) Change in Order of Items

There were no changes in the order of items.

c) Motion to Adopt Agenda

Recommendation No. SC- 29-19

Moved by Member Brady

Seconded by Member Johnson

**THAT** the agenda for the CAO Selection Committee meeting of September 10, 2019 **BE** hereby **ADOPTED** as presented.

**CARRIED**

## **2. DECLARATION OF CONFLICT OF INTEREST**

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None declared.

### 3. ADOPTION OF MINUTES

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- a) Minutes of the CAO Selection Committee Meeting dated June 28, 2019

Recommendation No. SC-30-19

Moved by Member Bylsma

Seconded by Member Johnson

**THAT** the CAO Selection Committee meeting minutes of June 28, 2019 **BE** hereby **ADOPTED** as presented.

**CARRIED**

- b) Minutes of the Closed Session for the CAO Selection Committee Meeting dated June 28, 2019

Recommendation No. SC- 31-19

Moved by Member Bylsma

Seconded by Member Johnson

**THAT** the CAO Selection Committee closed session meeting minutes of June 28, 2019 **BE** hereby **ADOPTED** as presented.

**CARRIED**

### 4. NEW BUSINESS

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- a) Verbal Update by the Chair on the recruitment process for a C.A.O. – Vice Chair Johnson updated new Committee Members on the recruitment process and status to date. Members posed questions. Discussion ensued.

- b) Discussion on Next Steps – Mr. Rowan spoke on the efforts he undertook in the recruitment thus far and noted the challenges and outcomes to date. He indicated that he would be repeating the process. Members asked that he also speak with NPCA Senior staff to garner their opinions on the skillsets and attributes required for the C.A.O. position. Members requested that the Board be provided with a copy of the job description/job posting advertisement. Mr. Rowan broached the subject of additional costings. Chair Steele joined the meeting subsequent to the following motion.

Recommendation No. SC-32-19

Moved by Member Brady

Seconded by Member Bylsma

**THAT** the C.A.O. Selection Committee **RECOMMENDS** an additional \$10,000 **BE AUTHORIZED** for the C.A.O. recruitment process.

**CARRIED**

### 3. CLOSED SESSION

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None.

### 4. ADJOURNMENT

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Recommendation No. SC-33-19

Moved by Member Brady

Seconded by Member Johnson

**THAT** the CAO Selection Committee Meeting for the Niagara Peninsula Conservation Authority **BE** hereby **ADJOURNED** at 1:34 p.m..

**CARRIED**

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Bill Steele  
CAO Selection Committee Chair

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Grant Bivol  
Interim Clerk



## ONTARIO TRANSFER PAYMENT AGREEMENT

**THE AGREEMENT** is effective as of the 1<sup>st</sup> day of April, 2019

### **B E T W E E N:**

**Her Majesty the Queen in right of Ontario  
as represented by the Minister of Natural Resources and  
Forestry**

**(the "Province")**

**- and -**

**Niagara Peninsula Conservation Authority**

**(the "Recipient")**

### **CONSIDERATION**

In consideration of the mutual covenants and agreements contained in this Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

#### **1.0 ENTIRE AGREEMENT**

1.1 The agreement, together with:

Schedule "A" - General Terms and Conditions

Schedule "B" - Project Specific Information and Additional Provisions

Schedule "C" - Project

Schedule "D" - Budget

Schedule "E" - Payment Plan

Schedule "F" - Reports, and

any amending agreement entered into as provided for in section 4.1,

constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.

#### **2.0 CONFLICT OR INCONSISTENCY**

2.1 **Conflict or Inconsistency.** In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule "A", the following rules will apply:

- (a) the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule "A"; and
- (b) where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule "A", the Additional Provisions will prevail over the provisions in Schedule "A" to the extent of the inconsistency.

### **3.0 COUNTERPARTS**

- 3.1 The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

### **4.0 AMENDING THE AGREEMENT**

- 4.1 The Agreement may only be amended by a written agreement duly executed by the Parties.

### **5.0 ACKNOWLEDGEMENT**

- 5.1 The Recipient acknowledges that:
  - (a) by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario);
  - (b) Her Majesty the Queen in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario);
  - (c) the Funds are:
    - (i) to assist the Recipient to carry out the Project and not to provide goods or services to the Province;
    - (ii) funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario);
  - (d) the Province is not responsible for carrying out the Project; and
  - (e) the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act.

**- SIGNATURE PAGE FOLLOWS -**

The Parties have executed the Agreement on the dates set out below.

**HER MAJESTY THE QUEEN IN RIGHT OF  
ONTARIO as represented by Ministry of Natural  
Resources and Forestry**

Aug 14, 2019  
Date

[Signature]  
Name: Amanda Holmes  
Title: A/Assistant Deputy Minister

**Niagara Peninsula Conservation Authority**

August 1, 2019  
Date

[Signature]  
Name:  
Title: Chair or Vice Chair

I have authority to bind the Recipient.

July 31, 2019  
Date

[Signature]  
Name: Gayle Wood  
Title: ~~Interim~~ CAO/Secretary-Treasurer

I have authority to bind the Recipient.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name:  
Title:

I have authority to bind the Recipient.

**SCHEDULE "A"**  
**GENERAL TERMS AND CONDITIONS**

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**A1.0 INTERPRETATION AND DEFINITIONS**

**A1.1 Interpretation.** For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency will be in Canadian dollars and currency; and
- (e) "include", "includes" and "including" denote that the subsequent list is not exhaustive.

**A1.2 Definitions.** In the Agreement, the following terms will have the following meanings:

**"Additional Provisions"** means the terms and conditions set out in Schedule "B".

**"Agreement"** means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

**"Budget"** means the budget attached to the Agreement as Schedule "D".

**"Business Day"** means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

**"Effective Date"** means the date set out at the top of the Agreement.

**"Event of Default"** has the meaning ascribed to it in section A13.1.

**"Expiry Date"** means the expiry date set out in Schedule "B".

**"Funding Year"** means:

- (a) in the case of the first Funding Year, the period commencing on the Effective Date and ending on the following March 31; and
- (b) in the case of Funding Years subsequent to the first Funding Year, the



period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31.

**"Funds"** means the money the Province provides to the Recipient pursuant to the Agreement.

**"Indemnified Parties"** means Her Majesty the Queen in right of Ontario, Her ministers, agents, appointees, and employees.

**"Maximum Funds"** means the maximum Funds set out in Schedule "B".

**"Notice"** means any communication given or required to be given pursuant to the Agreement.

**"Notice Period"** means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A13.3 (b), and includes any such period or periods of time by which the Province extends that time in accordance with section A13.4.

**"Parties"** means the Province and the Recipient.

**"Party"** means either the Province or the Recipient.

**"Project"** means the undertaking described in Schedule "C".

**"Reports"** means the reports described in Schedule "F".

## **A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS**

**A2.1 General.** The Recipient represents, warrants, and covenants that:

- (a) it is, and will continue to be, a validly existing legal entity with full power to fulfill its obligations under the Agreement;
- (b) it has, and will continue to have, the experience and expertise necessary to carry out the Project;
- (c) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and
- (d) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

**A2.2 Execution of Agreement.** The Recipient represents and warrants that it has:

- (a) the full power and authority to enter into the Agreement; and
  - (b) taken all necessary actions to authorize the execution of the Agreement.
- A2.3 **Governance.** The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:
- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;
  - (b) procedures to enable the Recipient's ongoing effective functioning;
  - (c) decision-making mechanisms for the Recipient;
  - (d) procedures to enable the Recipient to manage Funds prudently and effectively;
  - (e) procedures to enable the Recipient to complete the Project successfully;
  - (f) procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;
  - (g) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and
  - (h) procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.
- A2.4 **Supporting Proof.** Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.

### **A3.0 TERM OF THE AGREEMENT**

- A3.1 **Term.** The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A11.0, Article A12.0, or Article A13.0.

### **A4.0 FUNDS AND CARRYING OUT THE PROJECT**

- A4.1 **Funds Provided.** The Province will:
- (a) provide the Recipient up to the Maximum Funds for the purpose of carrying out the Project;
  - (b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule "E"; and
  - (c) deposit the Funds into an account designated by the Recipient provided that the account:
    - (i) resides at a Canadian financial institution; and



- (ii) is in the name of the Recipient.

**A4.2 Limitation on Payment of Funds.** Despite section A4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof as the Province may request pursuant to section A10.2;
- (b) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project;
- (c) the Province may adjust the amount of Funds it provides to the Recipient in any Funding Year based upon the Province's assessment of the information the Recipient provides to the Province pursuant to section A7.1; or
- (d) if, pursuant to the *Financial Administration Act* (Ontario), the Province does not receive the necessary appropriation from the Ontario Legislature for payment under the Agreement, the Province is not obligated to make any such payment, and, as a consequence, the Province may:
  - (i) reduce the amount of Funds and, in consultation with the Recipient, change the Project; or
  - (ii) terminate the Agreement pursuant to section A12.1.

**A4.3 Use of Funds and Carry Out the Project.** The Recipient will do all of the following:

- (a) carry out the Project in accordance with the Agreement;
- (b) use the Funds only for the purpose of carrying out the Project;
- (c) spend the Funds only in accordance with the Budget;
- (d) not use the Funds to cover any cost that has or will be funded or reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario.

**A4.4 Interest Bearing Account.** If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest bearing account in the name of the Recipient at a Canadian financial institution.

**A4.5 Interest.** If the Recipient earns any interest on the Funds, the Province may:

- (a) deduct an amount equal to the interest from any further instalments of Funds; or
- (b) demand from the Recipient the payment of an amount equal to the interest.

**A4.6 Rebates, Credits, and Refunds.** The Ministry of Natural Resources and

Forestry (Ministry) will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

**A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS**

**A5.1 Acquisition.** If the Recipient acquires goods, services, or both with the Funds, it will:

- (a) do so through a process that promotes the best value for money; and
- (b) comply with the *Broader Public Sector Accountability Act, 2010* (Ontario), including any procurement directive issued thereunder, to the extent applicable.

**A5.2 Disposal.** The Recipient will not, without the Province's prior written consent, sell, lease, or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as provided for in Schedule "B" at the time of purchase.

**A6.0 CONFLICT OF INTEREST**

**A6.1 No Conflict of Interest.** The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest.

**A6.2 Conflict of Interest Includes.** For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient's decisions, has outside commitments, relationships, or financial interests that could, or could be seen to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

**A6.3 Disclosure to Province.** The Recipient will:

- (a) disclose to the Province, without delay, any situation that a reasonable person would interpret as an actual, potential, or perceived conflict of interest; and
- (b) comply with any terms and conditions that the Province may prescribe as a result of the disclosure.

**A7.0 REPORTS, ACCOUNTING, AND REVIEW**

**A7.1 Preparation and Submission.** The Recipient will:



- (a) submit to the Province at the address referred to in section A17.1, all Reports in accordance with the timelines and content requirements as provided for in Schedule "F", or in a form as specified by the Province from time to time;
- (b) submit to the Province at the address referred to in section A17.1, any other reports as may be requested by the Province in accordance with the timelines and content requirements specified by the Province;
- (c) ensure that all Reports and other reports are completed to the satisfaction of the Province; and
- (d) ensure that all Reports and other reports are signed on behalf of the Recipient by an authorized signing officer.

**A7.2 Record Maintenance.** The Recipient will keep and maintain:

- (a) all financial records (including invoices) relating to the Funds or otherwise to the Project in a manner consistent with generally accepted accounting principles; and
- (b) all non-financial documents and records relating to the Funds or otherwise to the Project.

**A7.3 Inspection.** The Province, any authorized representative, or any independent auditor identified by the Province may, at the Province's expense, upon twenty-four hours' Notice to the Recipient and during normal business hours, enter upon the Recipient's premises to review the progress of the Project and the Recipient's allocation and expenditure of the Funds and, for these purposes, the Province, any authorized representative, or any independent auditor identified by the Province may take one or more of the following actions:

- (a) inspect and copy the records and documents referred to in section A7.2;
- (b) remove any copies made pursuant to section A7.3(a) from the Recipient's premises; and
- (c) conduct an audit or investigation of the Recipient in respect of the expenditure of the Funds, the Project, or both.

**A7.4 Disclosure.** To assist in respect of the rights provided for in section A7.3, the Recipient will disclose any information requested by the Province, any authorized representatives, or any independent auditor identified by the Province, and will do so in the form requested by the Province, any authorized representative, or any independent auditor identified by the Province, as the case may be.

**A7.5 No Control of Records.** No provision of the Agreement will be construed so as to give the Province any control whatsoever over the Recipient's records.

A7.6 **Auditor General.** The Province's rights under Article A7.0 are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

## **A8.0 COMMUNICATIONS REQUIREMENTS**

A8.1 **Acknowledge Support.** Unless otherwise directed by the Province, the Recipient will:

- (a) acknowledge the support of the Province for the Project; and
- (b) ensure that the acknowledgement referred to in section A8.1(a) is in a form and manner as directed by the Province.

A8.2 **Publication.** The Recipient will indicate, in any of its Project-related publications, whether written, oral, or visual, that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

## **A9.0 INDEMNITY**

A9.1 **Indemnification.** The Recipient will indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages, and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits, or other proceedings, by whomever made, sustained, incurred, brought, or prosecuted, in any way arising out of or in connection with the Project or otherwise in connection with the Agreement, unless solely caused by the negligence or wilful misconduct of the Indemnified Parties.

## **A10.0 INSURANCE**

A10.1 **Recipient's Insurance.** The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount provided for in Schedule "B" per occurrence. The insurance policy will include the following:

- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
- (b) a cross-liability clause;
- (c) contractual liability coverage; and



- (d) a 30-day written notice of cancellation.

**A10.2 Proof of Insurance.** The Recipient will:

- (a) provide to the Province, either:
  - (i) certificates of insurance that confirm the insurance coverage as provided for in section A10.1; or
  - (ii) other proof that confirms the insurance coverage as provided for in section A10.1; and
- (b) upon the request of the Province, provide to the Province a copy of any insurance policy.

**A11.0 TERMINATION ON NOTICE**

**A11.1 Termination on Notice.** The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving at least 30 days' Notice to the Recipient.

**A11.2 Consequences of Termination on Notice by the Province.** If the Province terminates the Agreement pursuant to section A11.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
  - (i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A11.2(b); and
  - (ii) subject to section A4.1(a), provide Funds to the Recipient to cover such costs.

**A12.0 TERMINATION WHERE NO APPROPRIATION**

**A12.1 Termination Where No Appropriation.** If, as provided for in section A4.2(d), the Province does not receive the necessary appropriation from the Ontario Legislature for any payment the Province is to make pursuant to the Agreement, the Province may terminate the Agreement immediately without liability, penalty, or costs by giving Notice to the Recipient.

**A12.2 Consequences of Termination Where No Appropriation.** If the Province terminates the Agreement pursuant to section A12.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project and permit the Recipient to offset such costs against the amount owing pursuant to section A12.2(b).

**A12.3 No Additional Funds.** If, pursuant to section A12.2(c), the Province determines that the costs to wind down the Project exceed the Funds remaining in the possession or under the control of the Recipient, the Province will not provide additional Funds to the Recipient.

### **A13.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT**

**A13.1 Events of Default.** Each of the following events will constitute an Event of Default:

- (a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
  - (i) carry out the Project;
  - (ii) use or spend Funds; or
  - (iii) provide, in accordance with section A7.1, Reports or such other reports as may have been requested pursuant to section A7.1(b);
- (b) the Recipient's operations, its financial condition, or its organizational structure, changes such that it no longer meets one or more of the eligibility requirements of the program under which the Province provides the Funds;
- (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or a creditor makes an application for an order adjudging the Recipient bankrupt, or applies for the appointment of a receiver; or
- (d) the Recipient ceases to operate.

**A13.2 Consequences of Events of Default and Corrective Action.** If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:



- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;
- (e) cancel further instalments of Funds;
- (f) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand from the Recipient the payment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand from the Recipient the payment of an amount equal to any Funds the Province provided to the Recipient; and
- (i) terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province upon giving Notice to the Recipient.

**A13.3 Opportunity to Remedy.** If, in accordance with section A13.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

- (a) the particulars of the Event of Default; and
- (b) the Notice Period.

**A13.4 Recipient not Remediating.** If the Province provided the Recipient with an opportunity to remedy the Event of Default pursuant to section A13.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections A13.2(a), (c), (d), (e), (f), (g), (h), and (i).

A13.5 **When Termination Effective.** Termination under Article will take effect as provided for in the Notice.

#### **A14.0 FUNDS AT THE END OF A FUNDING YEAR**

A14.1 **Funds at the End of a Funding Year.** Without limiting any rights of the Province under Article A13.0, if the Recipient has not spent all of the Funds allocated for the Funding Year as provided for in the Budget, the Province may take one or both of the following actions:

- (a) demand from the Recipient payment of the unspent Funds; and
- (b) adjust the amount of any further instalments of Funds accordingly.

#### **A15.0 FUNDS UPON EXPIRY**

A15.1 **Funds Upon Expiry.** The Recipient will, upon expiry of the Agreement, pay to the Province any Funds remaining in its possession or under its control.

#### **A16.0 DEBT DUE AND PAYMENT**

A16.1 **Payment of Overpayment.** If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

- (a) deduct an amount equal to the excess Funds from any further instalments of Funds; or
- (b) demand that the Recipient pay an amount equal to the excess Funds to the Province.

A16.2 **Debt Due.** If, pursuant to the Agreement:

- (a) the Province demands from the Recipient the payment of any Funds or an amount equal to any Funds; or
- (b) the Recipient owes any Funds or an amount equal to any Funds to the Province, whether or not the Province has demanded their payment,

such Funds or other amount will be deemed to be a debt due and owing to the Province by the Recipient, and the Recipient will pay the amount to the Province immediately, unless the Province directs otherwise.

A16.3 **Interest Rate.** The Province may charge the Recipient interest on any money owing by the Recipient at the then current interest rate charged by the Province of Ontario on accounts receivable.



A16.4 **Payment of Money to Province.** The Recipient will pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and delivered to the Province as provided for in Schedule "B".

A16.5 **Fails to Pay.** Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, Her Majesty the Queen in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by Her Majesty the Queen in right of Ontario.

#### **A17.0 NOTICE**

A17.1 **Notice in Writing and Addressed.** Notice will be in writing and will be delivered by email, postage-prepaid mail, personal delivery, or fax, and will be addressed to the Province and the Recipient respectively as provided for Schedule "B", or as either Party later designates to the other by Notice.

A17.2 **Notice Given.** Notice will be deemed to have been given:

- (a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; or
- (b) in the case of email, personal delivery, or fax, one Business Day after the Notice is delivered.

A17.3 **Postal Disruption.** Despite section A17.2(a), in the event of a postal disruption:

- (a) Notice by postage-prepaid mail will not be deemed to be given; and
- (b) the Party giving Notice will give Notice by email, personal delivery, or fax.

#### **A18.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT**

A18.1 **Consent.** When the Province provides its consent pursuant to the Agreement, it may impose any terms and conditions on such consent and the Recipient will comply with such terms and conditions.

#### **A19.0 SEVERABILITY OF PROVISIONS**

A19.1 **Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement. Any invalid or unenforceable provision will be deemed to be severed.

#### **A20.0 WAIVER**

A20.1 **Waiver Request.** Either Party may, in accordance with the Notice provision set out in Article A17.0, ask the other Party to waive an obligation under the

Agreement.

A20.2 **Waiver Applies.** Any waiver a Party grants in response to a request made pursuant to section A20.1 will:

- (a) be valid only if the Party granting the waiver provides it in writing; and
- (b) apply only to the specific obligation referred to in the waiver.

## **A21.0 INDEPENDENT PARTIES**

A21.1 **Parties Independent.** The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is, or take any actions that could establish or imply such a relationship.

## **A22.0 ASSIGNMENT OF AGREEMENT OR FUNDS**

A22.1 **No Assignment.** The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

A22.2 **Agreement Binding.** All rights and obligations contained in the Agreement will extend to and be binding on the Parties' respective heirs, executors, administrators, successors, and permitted assigns.

## **A23.0 GOVERNING LAW**

A23.1 **Governing Law.** The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

## **A24.0 FURTHER ASSURANCES**

A24.1 **Agreement into Effect.** The Recipient will provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains, and will otherwise do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

## **A25.0 JOINT AND SEVERAL LIABILITY**

A25.1 **Joint and Several Liability.** Where the Recipient is comprised of more than one entity, all such entities will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.



## **A26.0 RIGHTS AND REMEDIES CUMULATIVE**

**A26.1 Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

## **A27.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS**

**A27.1 Other Agreements.** If the Recipient:

- (a) has failed to comply with any term, condition, or obligation under any other agreement with Her Majesty the Queen in right of Ontario or one of Her agencies (a "**Failure**");
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- (d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

## **A28.0 SURVIVAL**

**A28.1 Survival.** The following Articles and sections, and all applicable cross-referenced sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 3.0, Article A1.0 and any other applicable definitions, section A2.1(a), sections A4.2(d), A4.5, section A5.2, section A7.1 (to the extent that the Recipient has not provided the Reports or other reports as may have been requested to the satisfaction of the Province), sections A7.2, A7.3, A7.4, A7.5, A7.6, Article A8.0, Article A9.0, section A11.2, sections A12.2, A12.3, sections A13.1, A13.2(d), (e), (f), (g) and (h), Article A15.0, Article A16.0, Article A17.0, Article A19.0, section A22.2, Article A23.0, Article A25.0, Article A26.0, Article A27.0 and Article A28.0.

**- END OF GENERAL TERMS AND CONDITIONS -**

**SCHEDULE "B"**  
**PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS**

<b>Maximum Funds</b>	\$90,082.86
<b>Expiry Date</b>	March 31, 2020
<b>Amount for the purposes of section A5.2 (Disposal) of Schedule "A"</b>	\$5,000.00
<b>Insurance</b>	\$ 2,000,000
<b>Contact information for the purposes of Notice to the Province</b>	<p><b>Position:</b> Beth Brownson, A/Manager, Program Services Section, Ministry of Natural Resources and Forestry</p> <p><b>Address:</b> 5<sup>th</sup> Floor South, 300 Water Street, Peterborough, ON K9J 3C7</p> <p><b>Phone:</b> 705-755-1278</p> <p><b>Email:</b> beth.brownson@ontario.ca</p>
<b>Contact information for the purposes of Notice to the Recipient</b>	<p><b>Name:</b> Gayle Wood, CAO/Secretary-Treasurer</p> <p><b>Address:</b> 250 Thorold Rd. W. Welland, ON - L3C 3W2</p> <p><b>Phone:</b> 905-788-3135</p> <p><b>Email:</b> gwood@npca.ca.</p>
<b>Contact information for the senior financial person in the Recipient organization (e.g., CFO, CAO) – to respond as required to requests from the Province related to the Agreement</b>	<p><b>Name:</b> Lise Gagnon</p> <p><b>Address:</b> 250 Thorold Road West, 3<sup>rd</sup> Floor Welland, ON L3C 3W2</p> <p><b>Phone:</b> 905-788-3135</p> <p><b>Email:</b> lgagnon@npca.ca</p>

**Additional Provisions:**

None



## **SCHEDULE "C"**

### **PROJECT**

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#### **SECTION 39 PROVINCIAL 'PROJECT' GRANT**

S.39 of the *Conservation Authorities Act* (Act) states: "Grants may be made by the Minister to any authority out of the money appropriated therefor by the Legislature ...". The Province's *Policies and Procedures for Determining Eligibility for Provincial Grant Funding to Conservation Authorities* (1997) (Grant Funding Policy) provides the framework of approved eligible items under which the provincial grant funding is allocated to the Recipient.

Each Recipient has a unique combination, scale and scope of approved eligible items for their jurisdiction. Each unique combination collectively constitutes the Recipient's 'project' to be funded through this Transfer Payment Agreement as enabled by S.39 of the Act. The 'project' funded through this Agreement is cost shared with funding from the participating municipalities of each Recipient. An accounting of that municipal funding and the eligible items/activities as set out in the Grant Funding Policy paid for by that funding is a requirement of the provincial reporting of the Recipient's 'project'.

The collective eligible items in the Grant Funding Policy reflect the legacy of provincial flood management policy including maintaining flood and erosion control structures and the later policy of prevention through effective land use planning where natural hazard issues can be prevented or minimized. Some eligible items support the Minister's delegation to conservation authorities (Recipients) for representing the 'provincial' interest related to the PPS natural hazard policies.

#### **PROJECT OBJECTIVES**

1. To provide financial support to the Recipient to undertake eligible activities necessary to protect life and property from the natural hazards of flood, erosion, dynamic beach, (hazardous lands) and unstable soils or unstable bedrock (hazardous sites) and that includes operating existing structures that control flood and erosion.
2. To provide financial support to the Recipient as the Minister's delegate responsible for representing the "provincial interest" associated with S.3.1 'natural hazards' of the PPS (2014) to prevent loss of life, minimize property damage and social disruption.
3. To reduce public and private expenditure for emergency operation, evacuation, restoration and protection measures.

#### **SCOPE OF THE 'PROJECT'**

The S.39 Provincial Grant funds the Recipient to undertake their Authority's appropriate combination of eligible items as set out in the Grant Funding Policy and the Recipient's annual Budget Summary in two categories:

1. **Flood/Erosion Operations** (flood and erosion control structures, flood forecasting and warning, ice management)
2. **Natural Hazard Information** (plan input, hazard information derived from watershed plans, technical studies to support the Recipient's delegated commenting role from the Minister)

## **DEFINITIONS OF ELIGIBILITY**

This Agreement will provide grants to the Recipient for the following eligible items only, and for only those of the eligible items appropriate to the Recipient for their specific 'project' in their jurisdiction. (adapted from S.4 of the Grant Funding Policy).

**1. FLOOD CONTROL STRUCTURES** - Structures which were approved by the Province and are owned, maintained and/or operated by the Recipient, which mitigate risk to life and property damage from flooding. This includes dams, flood channel works and dykes.

**A. Operation of Flood Control Structures:** Activities, functions or requirements undertaken on a daily, weekly, monthly or annual basis which are directly related to the operation of a flood control structure. This includes:

- staff time, vehicles, materials, supplies
- dam/dyke inspections (e.g., annual/semi-annual)
- property taxes for area integral to the structure (e.g., dam, upstream reservoir, roadway, roadway access, downstream channel, dyke, constructed channel)
- items identified with health and safety concerns for both operator and public (e.g., safety harnesses)
- rent/insurance/utilities

**B. Routine/Minor Maintenance of Flood Control Structures:** Activities, functions or requirements undertaken on a daily, weekly, monthly or annual basis to maintain a flood control structure. This includes:

- measures required to upkeep the structure, ensure that the flood control capability is preserved, and/or to mitigate major maintenance
- debris removal
- routine painting
- parging/minor repair to concrete surfaces

**C. Preventative Maintenance of Flood Control Structures** - Activities, functions or requirements undertaken on an irregular, greater-than-annual basis to maintain a flood control structure. This includes:

- replacement of valves/gates/stop logs
- painting (complete stripping/repainting of main spillway gates)
- replacement of functional components (i.e. heating/cooling plants, backup power units, generators, motors, cables, gears, etc.)
- security items to reduce vandalism (i.e. fences, electronic security systems)
- preparation and upgrade of operation/maintenance manuals and schedules
- maintenance of channels and emergency spillways



- engineering studies or assessments associated with determining structural integrity

**2. EROSION CONTROL STRUCTURES** - Structures which were approved by the Province and are owned, maintained and/or operated by the Recipient, which mitigate risk to property damage from erosion or bank instability. This includes erosion channel works.

**A. Operation of Erosion Control Structures** - Activities, functions or requirements that are undertaken on a daily, weekly, monthly or annual basis and which are directly related to the operation of an erosion control structure. This includes:

- staff time, vehicles, materials, supplies
- erosion/slope stability inspections (annual/semi-annual)
- property taxes for area integral to the structure (i.e. erosion works, slope works, roadway access)
- rent/insurance/utilities

**B. Routine/Minor Maintenance of Erosion Control Structures** - Activities, functions or requirements undertaken on a daily, weekly, monthly or annual basis to maintain an erosion control structure. This includes:

- measures required to upkeep the structure, ensure that the erosion prevention or slope stability capability is preserved, and/or to mitigate major maintenance.
- maintenance of erosion and slope stability works

**C. Preventative Maintenance of Erosion Control Structures** - Activities, functions or requirements undertaken on an irregular, greater-than-annual basis to maintain an erosion control structure. This includes:

- engineering studies or assessments associated with determining structural integrity
- maintenance of erosion and slope stability works.

**NOTE: 1. Flood Control Structures and 2. Erosion Control Structures do not include** works associated with major maintenance of flood or erosion control structures, such as:

- deck replacement
- rebuilding of control structure beyond the replacement of individual
- stop logs (i.e. replacement of stop log gains, replacement of gate)
- structural modifications
- rehabilitation/restoration
- major repairs/reconstruction of structures
- channel lining, (i.e. placement of gabions, concrete)
- structural enlargements (i.e. increasing height of dykes, enlarging spillway capacity of a dam)
- staff time associated with the above functions

**Also excluded are the following:**

- Operation and maintenance of structures where no flood control function is performed (i.e. recreational, low flow augmentation dams)

- Implementation of other non-structural flood control measures (i.e. municipal plan review, *Conservation Authorities Act* s.28 regulations, education)

**3. FLOOD FORECASTING AND WARNING** - Procedures undertaken by the Recipient required to reduce the risk of loss of life and property damage due to flooding through the forecasting of flood events and the issuing of flood warnings, alerts and advisories to prepare those who must respond to the flood event.

**A. Flood Forecasting and Warning - System Operation** - Development and implementation of a comprehensive system developed to guide and implement flood forecasting and warning activities, to effectively manage flood control structures and to provide guidance during the response to a flood. Basic components include:

#### **1. Data Collection**

- operations and maintenance of existing and purchase of upgraded equipment (i.e. streamgauge stations for water levels and flow, meteorological sensors)
- snow survey station operation and monitoring equipment
- ice monitoring
- data collection software for real-time data access to those items listed above
- access to MNRF's Water Resource Information System (i.e., WISKI, Water Information System by Kisters and WISKI Web Pro through the Surface Water Monitoring Centre Extranet site)
- localized river/flood damage monitoring including after the event assessment (i.e. field trips, ice jam monitoring, flood response monitoring)

#### **2. Flood Forecasting**

- approved forecasting models,
- calibration of an accepted procedure(s) and its implementation in order to quantify the flood / damage potential
- training costs for staff
- computers to run models

#### **3. Communications**

- purchase/operations/maintenance of communications equipment such as fax machines/software (backups) for the issuance of flood warning messages and the reception of field related information,
- pagers/cell phones to contact local flood duty officer
- preparation of annual response plan and meeting to response agencies (i.e. municipal staff, OPP)
- issuing flood warnings to municipalities

#### **4. Operations Centre**

- work area in which the flood operations take place
- backup equipment

#### **5. Systems Plan**

- a feasibility study/plan to determine resources necessary to deliver local flood warning messages



## **6. Response to a Flood**

- field trips to assess flood damages, ongoing reporting, provision of advice to municipalities during the event
- assistance in the development of local flood contingency plans
- flood event termination/follow up

### **NOTE: This does not include:**

- Costs for actual flood response, e.g. flood combat is a municipal responsibility
- Flood response equipment (i.e. sandbags, boats and pumps) is also not eligible

**4. ICE MANAGEMENT** - Preventative measures, supported by a current ice management plan, associated with the removal of sediment from channels or the control of ice in areas where there is a chronic problem occurring annually, where there is an increase in the risk to life and property, and where there is a method to reduce the possible adverse effects of the sediment or ice. This includes:

- removal of sediment
- standby equipment (e.g., ice breaker) necessary to be placed upstream of the ice problem prior to winter freeze-up

### **NOTE: This does not include:**

- emergency response measures (including staff time) to deal with unanticipated flood risk due to ice jam or debris jam conditions

**5. PLAN INPUT** - Policy support provided by Recipient, through the Ministry of Municipal Affairs, on matters of provincial interest relating to the Natural Hazards Policy (Section 3.1 under Public Health and Safety made under the Provincial Policy Statement (2014)) and focusing on the Official Plan and Official Plan Amendment stage. This includes:

- broad policy interpretation
- transfer of data, information and science to municipalities
- provision of advice on matters relating to natural hazards policy to MMA

**6. (NATURAL HAZARD) INFORMATION** - The portion or percentage of watershed planning projects and technical studies as defined below which provide natural hazard information for the Recipient to provide as input into the Official Plan and Official Plan Amendment stage of the municipal planning process with respect to the provincial hazards policy, including:

- delineation of hazard areas
- development of policies to guide appropriate management and use of hazard lands

**A. - Watershed Planning Projects** - Projects undertaken by the Recipient to provide a broad understanding of their jurisdiction. This includes:

- Project management - e.g., project scoping, terms of reference, report preparation, scheduling
- Background data collection - pulling together existing data
- Analysis/interpretation

- Development of recommendations
- Public consultation - e.g., newsletters, workshops
- Implementation - ensuring information is transferred to appropriate Official Plans, resource management programs and other implementation mechanisms
- Monitoring - ensuring information is being implemented as expected, and that recommendations are current

**B. - Technical Studies** - to support the preparation and monitor the effectiveness of watershed planning projects (6.1); and Section 28 regulation.

- Hydrology/Hydraulics - the study of surface water flows and levels (e.g., low/peak flow, water budget, surface/groundwater interactions, flood hazard)
- Stream Morphology - the study of mechanisms that operate as a result of water flow within a stream channel (e.g. erosion, sedimentation)
- Mapping and Data Management - The use of systems to collect and store data and to provide spatial geographical representations of data

**NOTE: This does not include:**

- Aquatics - The application of aquatic ecology and biology and the study of aquatic systems and communities
- Terrestrial - the application of terrestrial ecology and biology, or the study of terrestrial systems and communities
- Groundwater - the study of sub-surface water, its occurrence, movement and chemistry and the factors that influence it including interactions with surface flow systems

**7. LEGAL COSTS** - Legal costs for law suits where the Recipient/Province are named pertaining to the Recipient capital projects where the province has had significant financial involvement. To support this request, provide a brief description of the 2017-18 legal activities including the name of the project or activity which was provincially supported (through the *Conservation Authorities Act*).

**8. ADMINISTRATION** - Overhead and support costs of the Recipient which are not directly related to the delivery of a specific program and which typically include general management, clerical, financial and board staffing and expenses; office equipment and supplies; main office occupancy costs; etc.

## **TIMELINES**

Funding extends from April 1, 2019 to March 31, 2020.



**SCHEDULE "D"**  
**BUDGET**

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Total S.39 Provincial Grant Funding Allocation for 2019/20: \$90,082.86

**SCHEDULE "E"**  
**PAYMENT PLAN**

MILESTONE	DATE	AMOUNT
<i>Following Province execution of Agreement</i>	<i>Upon execution</i>	<i>\$90,082.86</i>
<b>TOTAL</b>		<b>\$90,082.86</b>

## SCHEDULE "F" REPORTS

Name of Report	Due Date
1. Annual Proposed Budget Summary (Budget Request) (2019/20)	June 14, 2019
2. In-Year Progress Report 2019/20 (template attached)	October 31, 2019
3. Year-End Summary Report 2019/20 (template attached)	April 30, 2020
4. Audited Financial Statement and Annual Report 2019	April/May/June 2020

### REPORT DETAILS FOR 2019-20

1. The Recipient is to prepare and submit as directed by the Ministry, a completed Budget Summary template as provided by the Ministry.
  - The Budget Summary forms the Recipient's request for S.39 Grant funding and becomes the Recipient's 'project' of eligible items and their anticipated costs for the S.39 Transfer Payment Agreement 2019-2020 with the Province.
  - The Summary includes proposed activities for the eligible items aligned to timelines and to proposed expenditures including proposed wages and materials.
  - The proposed Budget includes a confirmation that the Recipient has complete records for this 'project' which are accessible to the Province for audit purposes.
2. The Recipient is required to prepare and submit as directed by the Ministry, a completed In-Year Progress Report template covering the period of April 1 to September 30, 2019 as provided by the Ministry.
  - The Progress Report accounts for the completion of eligible items or activities to date, the status to date of the use of the S.39 grant funds as well as the total eligible costs including the municipal funding of the activities/items spent to date and in relation to what was set out in the proposed Budget Summary.
3. The Recipient must prepare and submit a completed Year-End Summary Report template as directed by the Ministry.
  - The Summary Report covers the fiscal year April 1, 2019 to March 31, 2020 accounting for all expenditures, the s.39 grants and the municipal funding, and activities and timelines to complete the Recipient's project and should align with the Recipient's Budget Summary and build on the In-Rear Progress Report.
  - There should be an accounting and explanation of unused s.39 provincial grant.
4. As per S.38 of the Act, the Audited Financial Statement of the Recipient's accounts and transactions by a qualified third party must also be submitted to the Province when available as well as any Annual Report approved by the Recipient.

**ONTARIO TRANSFER PAYMENT AGREEMENT**  
**DRINKING WATER SOURCE PROTECTION 2019-20 PROGRAM**  
**Grants Ontario Case No.: 2019-03-1-1284833367**  
**Other File No. 1920DWSP\_Niagara**

**THE AGREEMENT** is effective as of April 1, 2019.

**BETWEEN:**

**HER MAJESTY THE QUEEN in Right of Ontario as represented  
by the Minister of the Environment, Conservation and Parks**

(the "Province")

- and -

**Niagara Peninsula Conservation Authority**

(the "Recipient")

**CONSIDERATION**

In consideration of the mutual covenants and agreements contained in this Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

**1.0 ENTIRE AGREEMENT**

**1.1 This Agreement, including:**

Schedule "A" -	General Terms and Conditions
Schedule "B" -	Project Specific Information and Additional Provisions
Schedule "C" -	Project Description
Schedule "D" -	Budget
Schedule "E" -	Payment Plan
Schedule "F" -	Reporting, and

any amending agreement entered into as provided for below,  
constitutes the entire agreement between the Parties with respect to the subject  
matter contained in the Agreement and supersedes all prior oral or written  
representations and agreements.

Grants Ontario Case No.: 2019-03-1-1284833367  
Other File No. 1920 DWSP\_Niagara

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## **2.0 COUNTERPARTS AND TRANSMISSION**

- 2.1 The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.
- 2.2 The Agreement may be validly executed and delivered by means of transmission of signed facsimile or by email transmission of an electronically scanned original signature (such as in PDF file format).

## **3.0 AMENDING THE AGREEMENT**

- 3.1 The Agreement may only be amended by a written agreement duly executed by the Parties.

## **4.0 ACKNOWLEDGEMENT**

- 4.1 The Recipient acknowledges that:
  - (a) by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario);
  - (b) Her Majesty the Queen in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario);
  - (c) the Funds are:
    - (i) to assist the Recipient to carry out the Project and not to provide goods or services to the Province;
    - (ii) funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario);
  - (d) the Province is not responsible for carrying out the Project.

**- SIGNATURE PAGE FOLLOWS -**



The Parties have executed the Agreement on the dates set out below.


**HER MAJESTY THE QUEEN** in right of Ontario  
as represented by the **Minister of the Environment,  
Conservation and Parks**

July 29/19  
Date

  
Name: Bruce Bateman, Assistant Deputy Minister  
Title: Assistant Deputy Minister, Land and Water Division

**Niagara Peninsula Conservation Authority**

July 16, 2019  
Date

  
Name: Gayle Wood  
Title: Chief Administrative Officer/Secretary-Treasurer  
*interim*  
I have authority to bind the Recipient.

**SCHEDULE "A"**  
**GENERAL TERMS AND CONDITIONS**

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**A1.0 INTERPRETATION AND DEFINITIONS**

**A1.1 Interpretation. For the purposes of interpretation:**

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency will be in Canadian dollars and currency; and
- (e) "include", "includes" and "including" denote that the subsequent list is not exhaustive.

**A1.2 Definitions. in the Agreement, the following terms will have the following meanings:**

**"Additional Provisions"** means the terms and conditions referred to in section A9.1 and as specified in Schedule "B".

**"Agreement"** means this agreement entered into between the Province and the Recipient and includes all of the schedules listed in section 1.1 and any amending agreement entered into pursuant to section 3.1.

**"Budget"** means the budget attached to the Agreement as Schedule "D".

**"Business Day"** means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

**"Effective Date"** means the date set out at the top of the Agreement.

**"Event of Default"** has the meaning ascribed to it in section A15.1.

**"Expiry Date"** means the date on which the Agreement will expire and is the date set out in Schedule "B".

**"Funding Year"** means:

- (a) in the case of the first Funding Year, the period commencing on the Effective Date and ending on the following March 31; and
- (b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31.

**"Funds"** means the money the Province provides to the Recipient pursuant to the Agreement.

**"Indemnified Parties"** means Her Majesty the Queen in right of Ontario, Her ministers, agents, appointees, and employees.

**"Maximum Funds"** means the maximum amount the Province will provide the Recipient under the Agreement as set out in Schedule "B".

**"Notice"** means any communication given or required to be given pursuant to the Agreement.

**"Notice Period"** means the period of time within which the Recipient is required to remedy an Event of Default, and includes any such period or periods of time by which the Province extends that time in accordance with section A15.4.

**"Parties"** means the Province and the Recipient.

**"Party"** means either the Province or the Recipient.

**"Project"** means the undertaking described in Schedule "C".

**"Reports"** means the reports described in Schedule "F".

## **A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS**

### **A2.1 General. The Recipient represents, warrants, and covenants that:**

- (a) it is, and will continue to be, a validly existing legal entity with full power to fulfill its obligations under the Agreement;
- (b) it has, and will continue to have, the experience and expertise necessary to carry out the Project;
- (c) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and
- (d) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds



(including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

**A2.2 Execution of Agreement. The Recipient represents and warrants that it has:**

- (a) the full power and authority to enter into the Agreement; and
- (b) taken all necessary actions to authorize the execution of the Agreement.

**A2.3 Governance. The Recipient represents, warrants, and covenants that it has, will maintain, in writing, and will follow:**

- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;
- (b) procedures to enable the ongoing effective functioning of the Recipient;
- (c) decision-making mechanisms for the Recipient;
- (d) procedures to enable the Recipient to manage Funds prudently and effectively;
- (e) procedures to enable the Recipient to complete the Project successfully;
- (f) procedures to enable the Recipient, in a timely manner, to identify risks to the completion of the Project, and strategies to address the identified risks;
- (g) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and
- (h) procedures to enable the Recipient to deal with such other matters as the Recipient considers necessary to ensure that the Recipient carries out its obligations under the Agreement.

**A2.4 Supporting Documentation.** Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in this Article A2.0.

**A3.0 TERM OF THE AGREEMENT**

**A3.1 Term.** The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A13.0, Article A14.0, or Article A15.0.

**A4.0 FUNDS AND CARRYING OUT THE PROJECT**

**A4.1 Funds Provided. The Province will:**

- (a) provide the Recipient up to the Maximum Funds for the purpose of carrying out the Project;
- (b) provide the Funds to the Recipient in accordance with the Payment Plan attached to the Agreement as Schedule "E"; and
- (c) deposit the Funds into an account designated by the Recipient provided that the account:
  - (i) resides at a Canadian financial institution; and
  - (ii) is in the name of the Recipient.

**A4.2 Limitation on Payment of Funds. Despite section A4.1:**

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the insurance certificate or other proof as the Province may request pursuant to section A12.2;
- (b) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project;
- (c) the Province may adjust the amount of Funds it provides to the Recipient in any Funding Year based upon the Province's assessment of the information the Recipient provides to the Province pursuant to section A7.1; and
- (d) if, pursuant to the *Financial Administration Act* (Ontario), the Province does not receive the necessary appropriation from the Ontario Legislature for payment under the Agreement, the Province is not obligated to make any such payment, and, as a consequence, the Province may:
  - (i) reduce the amount of Funds and, in consultation with the Recipient, change the Project; or
  - (ii) terminate the Agreement pursuant to section A14.1.

**A4.3 Use of Funds and Carry Out the Project. The Recipient will do all of the following:**

- (a) carry out the Project;
- (b) use the Funds only for the purpose of carrying out the Project;
- (c) spend the Funds only in accordance with the Budget;
- (d) not use the Funds to cover any cost that has been or will be funded or reimbursed by one or more of any third party, any ministry, agency, or organization of the Government of Ontario.

- A4.4 No Changes.** The Recipient will not make any changes to the Project or the Budget without the prior written consent of the Province.
- A4.5 Interest Bearing Account.** If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest bearing account in the name of the Recipient at a Canadian financial institution.
- A4.6 Interest.** If the Recipient earns any interest on the Funds, the Province may:
- (a) deduct an amount equal to the interest from any further instalments of Funds; or
  - (b) demand from the Recipient the repayment of an amount equal to the interest.
- A4.7 Maximum Funds.** The Recipient acknowledges that the Funds available to it pursuant to the Agreement will not exceed the Maximum Funds.
- A4.8 Rebates, Credits, and Refunds.** The Recipient acknowledges that the amount of Funds available to it pursuant to the Agreement is based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.
- A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS**
- A5.1 Acquisition.** If the Recipient acquires goods, services, or both with the Funds, it will:
- (a) do so through a process that promotes the best value for money; and
  - (b) comply with the *Broader Public Sector Accountability Act, 2010* (Ontario), including any procurement directive issued thereunder, to the extent applicable.
- A5.2 Disposal.** The Recipient will not, without the Province's prior written consent, sell, lease, or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as set out in Schedule "B" at the time of purchase.
- A6.0 CONFLICT OF INTEREST**
- A6.1 No Conflict of Interest.** The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest.

**A6.2 Conflict of Interest Includes.** For the purposes of this Article, a conflict of interest includes any circumstances where:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient's decisions, has outside commitments, relationships, or financial interests that could, or could be seen to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

**A6.3 Disclosure to Province. The Recipient will:**

- (a) disclose to the Province, without delay, any situation that a reasonable person would interpret as an actual, potential, or perceived conflict of interest; and
- (b) comply with any terms and conditions that the Province may prescribe as a result of the disclosure.

## **A7.0 REPORTING, ACCOUNTING, AND REVIEW**

**A7.1 Preparation and Submission. The Recipient will:**

- (a) submit to the Province at the address referred to in section A19.1, all Reports in accordance with the timelines and content requirements set out in Schedule "F", or in a form as specified by the Province from time to time;
- (b) submit to the Province at the address referred to in section A19.1, any other reports as may be requested by the Province in accordance with the timelines and content requirements specified by the Province;
- (c) ensure that all Reports and other reports are completed to the satisfaction of the Province; and
- (d) ensure that all Reports and other reports are signed on behalf of the Recipient by an authorized signing officer.

**A7.2 Record Maintenance. The Recipient will keep and maintain:**

- (a) all financial records (including invoices) relating to the Funds or otherwise to the Project in a manner consistent with generally accepted accounting principles; and
- (b) all non-financial documents and records relating to the Funds or otherwise to the Project.

**A7.3 Inspection.** The Province, any authorized representative, or any independent auditor identified by the Province may, at the Province's expense, upon twenty-four hours' Notice to the Recipient and during normal business hours, enter upon the Recipient's premises to review the progress of the Project and the Recipient's allocation and expenditure of the Funds and, for these purposes, the Province, any authorized representative, or any independent auditor identified by the Province may take one or more of the following actions:

- (a) inspect and copy the records and documents referred to in section A7.2;
- (b) remove any copies made pursuant to section A7.3(a) from the Recipient's premises; and
- (c) conduct an audit or investigation of the Recipient in respect of the expenditure of the Funds, the Project, or both.

**A7.4 Disclosure.** To assist in respect of the rights set out in section A7.3, the Recipient will disclose any information requested by the Province, any authorized representatives, or any independent auditor identified by the Province, and will do so in the form requested by the Province, any authorized representative, or any independent auditor identified by the Province, as the case may be.

**A7.5 No Control of Records.** No provision of the Agreement will be construed so as to give the Province any control whatsoever over the Recipient's records.

**A7.6 Auditor General.** For greater certainty, the Province's rights under this Article are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

## **A8.0 COMMUNICATIONS REQUIREMENTS**

**A8.1 Acknowledge Support.** Unless otherwise directed by the Province, the Recipient will:

- (a) acknowledge the support of the Province for the Project; and
- (b) ensure that the acknowledgement referred to in section A8.1(a) is in a form and manner as directed by the Province.

**A8.2 Publication.** The Recipient will indicate, in any of its Project-related publications, whether written, oral, or visual, that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

## **A9.0 FURTHER CONDITIONS**

**A9.1 Additional Provisions.** The Recipient will comply with any Additional



Provisions. In the event of a conflict or inconsistency between any of the requirements of the Additional Provisions and any requirements of this Schedule "A", the Additional Provisions will prevail.

## **A10.0 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY**

**A10.1 FIPPA.** The Recipient acknowledges that the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or **otherwise in** connection with the Agreement may be subject to disclosure in accordance with that Act.

## **A11.0 INDEMNITY**

**A11.1 Indemnification.** The Recipient hereby agrees to indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages, and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits, or other proceedings, by whomever made, sustained, incurred, brought, or prosecuted, in any way arising out of or in connection with the Project or otherwise in connection with the Agreement, unless solely caused by the negligence or wilful misconduct of the Indemnified Parties.

**A11.2 Recipient's Participation.** The Recipient will, at its expense, to the extent requested by the Province, participate in or conduct the defence of any proceeding against any Indemnified Parties and any negotiations for their settlement.

**A11.3 Province's Election.** The Province may elect to participate in or conduct the defence of any proceeding by providing Notice to the Recipient of such election without prejudice to any other rights or remedies of the Province under the Agreement, at law, or in equity. Each Party participating in the defence will do so by actively participating with the other's counsel.

**A11.4 Settlement Authority.** The Recipient will not enter into a settlement of any proceeding against any Indemnified Parties unless the Recipient has obtained the prior written approval of the Province. If the Recipient is requested by the Province to participate in or conduct the defence of any proceeding, the Province will co-operate with and assist the Recipient to the fullest extent possible in the proceeding and any related settlement negotiations.

**A11.5 Recipient's Co-operation.** If the Province conducts the defence of any proceedings, the Recipient will co-operate with and assist the Province to the fullest extent possible in the proceedings and any related settlement negotiations.

## **A12.0 INSURANCE**

**A12.1 Recipient's Insurance.** The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount set out in Schedule "B" per occurrence. The policy will include the following:

- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
- (b) a cross-liability clause;
- (c) contractual liability coverage; and
- (d) a 30 day written notice of cancellation.

**A12.2 Proof of Insurance. The Recipient will:**

- (a) provide to the Province, either:
  - (i) certificates of insurance that confirm the insurance coverage as provided for in section A12.1; or
  - (ii) other proof that confirms the insurance coverage as provided for in section A12.1; and
- (b) upon the request of the Province, provide to the Province a copy of any insurance policy.

### **A13.0 TERMINATION ON NOTICE**

**A13.1 Termination on Notice.** The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving at least 30 days' Notice to the Recipient.

**A13.2 Consequences of Termination on Notice by the Province.** If the Province terminates the Agreement pursuant to section A13.1, the Province may take one or more of the following actions:

- (a) cancel all further instalments of Funds;
- (b) demand the repayment of any Funds remaining in the possession or under the control of the Recipient; and

- (c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
  - (i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A13.2(b); and
  - (ii) subject to section A4.8, provide Funds to the Recipient to cover such costs.

#### **A14.0 TERMINATION WHERE NO APPROPRIATION**

**A14.1 Termination Where No Appropriation.** If, as provided for in section A4.2(d), the Province does not receive the necessary appropriation from the Ontario Legislature for any payment the Province is to make pursuant to the Agreement, the Province may terminate the Agreement immediately without liability, penalty, or costs by giving Notice to the Recipient.

**A14.2 Consequences of Termination Where No Appropriation.** If the Province terminates the Agreement pursuant to section A14.1, the Province may take one or more of the following actions:

- (a) cancel all further instalments of Funds;
- (b) demand the repayment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project and permit the Recipient to offset such costs against the amount owing pursuant to section A14.2(b).

**A14.3 No Additional Funds.** For greater clarity, if the costs determined pursuant to section A14.2(c) exceed the Funds remaining in the possession or under the control of the Recipient, the Province will not provide additional Funds to the Recipient.

#### **A15.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT**

**A15.1 Events of Default.** Each of the following events will constitute an Event of Default:

- (a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
  - (i) carry out the Project;

- (ii) use or spend Funds; or
- (iii) provide, in accordance with section A7.1, Reports or such other reports as may have been requested pursuant to section A7.1(b);
- (b) the Recipient's operations, or its organizational structure, changes such that it no longer meets one or more of the eligibility requirements of the program under which the Province provides the Funds;
- (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or a creditor makes an application for an order adjudging the Recipient bankrupt, or applies for the appointment of a receiver; or
- (d) the Recipient ceases to operate.

**A15.2 Consequences of Events of Default and Corrective Action.** If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;
- (e) cancel all further instalments of Funds;
- (f) demand the repayment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand the repayment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand the repayment of an amount equal to any Funds the Province provided to the Recipient; and
- (i) terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province upon giving Notice to the Recipient.

**A15.3 Opportunity to Remedy.** If, in accordance with section A15.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will provide Notice to the Recipient of:

- (a) the particulars of the Event of Default; and
- (b) the Notice Period.

**A15.4 Recipient not Remedying.** If the Province has provided the Recipient with an opportunity to remedy the Event of Default pursuant to section A15.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period or initiate any one or more of the actions provided for in sections A15.2(a), (c), (d), (e), (f), (g), (h), and (i).

**A15.5 When Termination Effective.** Termination under this Article will take effect as set out in the Notice.

## **A16.0 FUNDS AT THE END OF A FUNDING YEAR**

**A16.1 Funds at the End of a Funding Year.** Without limiting any rights of the Province under Article A15.0, if the Recipient has not spent all of the Funds allocated for the Funding Year as provided for in the Budget, the Province may take one or both of the following actions:

- (a) demand the return of the unspent Funds; and
- (b) adjust the amount of any further instalments of Funds accordingly.

## **A17.0 FUNDS UPON EXPIRY**

**A17.1 Funds Upon Expiry.** The Recipient will, upon expiry of the Agreement, return to the Province any Funds remaining in its possession or under its control.

## **A18.0 REPAYMENT**

**A18.1 Repayment of Overpayment.** If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

- (a) deduct an amount equal to the excess Funds from any further instalments



of Funds; or

- (b) demand that the Recipient pay an amount equal to the excess Funds to the Province.

**A18.2 Debt Due. If, pursuant to the Agreement:**

- (a) the Province demands the payment of any Funds or an amount equal to any Funds from the Recipient; or
- (b) the Recipient owes any Funds or an amount equal to any Funds to the Province, whether or not their return or repayment has been demanded by the Province,

such Funds or other amount will be deemed to be a debt due and owing to the Province by the Recipient, and the Recipient will pay or return the amount to the Province immediately, unless the Province directs otherwise.

**A18.3 Interest Rate.** The Province may charge the Recipient interest on any money owing by the Recipient at the then current interest rate charged by the Province of Ontario on accounts receivable.

**A18.4 Payment of Money to Province.** The Recipient will pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and delivered to the Province at the address referred to in section A19.1.

**A18.5 Fails to Repay.** Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to repay any amount owing under the Agreement, Her Majesty the Queen in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by Her Majesty the Queen in right of Ontario.

**A19.0 NOTICE**

**A19.1 Notice in Writing and Addressed.** Notice will be in writing and will be delivered by email, postage-prepaid mail, personal delivery, or fax, and will be addressed to the Province and the Recipient respectively as set out in Schedule "B", or as either Party later designates to the other by Notice.

**A19.2 Notice Given. Notice will be deemed to have been given:**

- (a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; or
- (b) in the case of email, personal delivery, or fax, one Business Day after the Notice is delivered.

**A19.3 Postal Disruption.** Despite section A19.2(a), in the event of a postal disruption:

- (a) Notice by postage-prepaid mail will not be deemed to be received; and
- (b) the Party giving Notice will provide Notice by email, personal delivery, or fax.

## **A20.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT**

**A20.1 Consent.** When the Province provides its consent pursuant to the Agreement, it may impose any terms and conditions on such consent and the Recipient will comply with such terms and conditions.

## **A21.0 SEVERABILITY OF PROVISIONS**

**A21.1 Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement. Any invalid or unenforceable provision will be deemed to be severed.

## **A22.0 WAIVER**

**A22.1 Waivers in Writing.** If a Party fails to comply with any term of the Agreement, that Party may only rely on a waiver of the other Party if the other Party has provided a written waiver in accordance with the Notice provisions in Article A19.0. Any waiver must refer to a specific failure to comply and will not have the effect of waiving any subsequent failures to comply.

## **A23.0 INDEPENDENT PARTIES**

**A23.1 Parties Independent.** The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is, or take any actions that could establish or imply such a relationship.

## **A24.0 ASSIGNMENT OF AGREEMENT OR FUNDS**

**A24.1 No Assignment.** The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

**A24.2 Agreement Binding.** All rights and obligations contained in the Agreement will extend to and be binding on the Parties' respective heirs, executors, administrators, successors, and permitted assigns.

## **A25.0 GOVERNING LAW**

**A25.1 Governing Law.** The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

## **A26.0 FURTHER ASSURANCES**

**A26.1 Agreement into Effect.** The Recipient will provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains, and will otherwise do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

## **A27.0 JOINT AND SEVERAL LIABILITY**

**A27.1 Joint and Several Liability.** Where the Recipient is comprised of more than one entity, all such entities will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

## **A28.0 RIGHTS AND REMEDIES CUMULATIVE**

**A28.1 Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

## **A29.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS**

**A29.1 Other Agreements.** If the Recipient:

- (a) has failed to comply with any term, condition, or obligation under any other agreement with Her Majesty the Queen in right of Ontario or one of Her agencies (a "**Failure**");
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- (d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province

determines appropriate.

### **A30.0 SURVIVAL**

**A30.1 Survival.** The following Articles and sections, and all applicable cross-referenced sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 3.0, Article A1.0 and any other applicable definitions, sections A4.2(d), A4.6, section A5.2, section A7.1 (to the extent that the Recipient has not provided the Reports or other reports as may have been requested to the satisfaction of the Province), sections A7.2, A7.3, A7.4, A7.5, A7.6, Article A8.0, Article A11.0, sections A13.2, sections A14.2, A14.3, sections A15.1, A15.2(d), (e), (f), (g) and (h), Article A17.0, Article A18.0, Article A19.0, Article A21.0, section A24.2, Article A25.0, Article A27.0, Article A28.0, Article A29.0 and Article A30.0.

**- END OF GENERAL TERMS AND CONDITIONS -**

## SCHEDULE "B"

### PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS

<b>Maximum Funds</b>	\$159,684.51
<b>Expiry Date</b>	90 days after the final report due date in Schedule "F"
<b>Amount for the purposes of section A5.2 (Disposal) of Schedule "A"</b>	\$1,000.00
<b>Insurance</b>	\$ 2,000,000.00
<b>Contact information for the purposes of Notice to the Province</b>	<p>Name: Ministry of the Environment, Conservation and Parks, Source Protection Programs Branch  Address: 40 St. Clair Avenue West, 14th Floor  Toronto, Ontario M4V 1M2</p> <p>Attention: Pat Kinch, Manager  Email: Pat.Kinch@ontario.ca  Telephone: (416) 314-0456</p>
<b>Contact information for the purposes of Notice to the Recipient</b>	<p>Name: Niagara Peninsula Conservation Authority  Address: 250 Thorold Road West, 3rd Floor, Welland ON, L3C 3W2  Attention: Thomas Proks  Email: tproks@npca.ca  Telephone: 905-788-3135 ext.261</p>
<b>Contact information for the senior financial person in the Recipient organization (e.g., CFO, CAO) – to respond as required to requests from the Province related to the Agreement</b>	<p>Name: Niagara Peninsula Conservation Authority  Address: 250 Thorold Road West, 3<sup>rd</sup> Floor, Welland ON, L3C 3W2  Attention: Lise Gagnon, Director, Corporate Services  Email: lgagnon@npca.ca  Telephone: 905-788-3135 ext. 258</p>



<b>Recipient's Canada Revenue Agency Business Number – for compliance with the <i>Financial Administration Act</i> (Ontario)</b>	107773624
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**Additional Provisions:**

B.1 The following definitions are added to section A1.2 in alphabetical order:

**"Act"** means the *Clean Water Act, 2006* as amended from time to time.

**"AR"** means any of the assessment reports for a Source Protection Area or Source Protection Region that is required by the Act.

**"CA"** means an entity established by or under the *Conservation Authorities Act* or a predecessor of the *Conservation Authorities Act*.

**"Director"** means the Director of the Source Protection Programs Branch of the Ministry who is acting in a regulatory capacity.

**"Director's Technical Rules"** means the rules established by the Director setting out requirements relating to risk assessments, risk management plans and any matter that is authorized or required to be included in an AR under the Act.

**"DWS"** means drinking water system and has the same meaning as in the *Safe Drinking Water Act, 2002*.

**"FTE"** means a full-time equivalent staff position, calculated by using the number of working hours that represents one full-time employee during a one-year period.

**"ESRI"** means the Environmental Systems Research Institute, which is a software development and services company that provides GIS software and geodatabase management applications.

**"GIS"** means geographic information system which is a system designed to capture, store, manipulate, analyze, manage, and present all types of geographically referenced data.

**"Implementing Body"** means a person or public body as defined by the Act responsible for implementing Source Protection Plan policies.

**"Minister"** means the Ontario Minister of the Environment, Conservation and Parks.

**"Ministry"** means the Ontario Ministry of the Environment, Conservation and Parks.

When "Ministry" and/or "Minister" and/or "Director" are referred to in this Agreement, the reference is to the "Ministry" and/or "Minister" and/or "Director" as the regulator.

**"Monitoring Policy Summaries"** means information provided by Implementing Bodies in response to monitoring policies set out in an approved SPP.

**"Payment Plan"** means the payment plan attached to the Agreement as Schedule "E".

**"Significant Groundwater Recharge Areas"** means the areas where precipitation recharges the groundwater source or aquifer.

**"Source Protection Area"** means a drinking water source protection area as established under the Act.

**"SPA"** means a source protection authority which has the same meaning as in the Act, namely a CA or other person or body that, under subsection 4 (2) or section 5 of the Act, is required to exercise and perform the powers and duties of a drinking water source protection authority under the Act.

**"Source Protection Committee"** and **"SPC"** mean a committee established under section 7 of the Act for a particular Source Protection Area established (a) by subsection 4 (1) of the Act or (b) by the regulations under the Act for a Source Protection Region.

**"SPC Chair"** means the person appointed by the Minister to lead the local SPC.

**"Source Protection Plan"** and **"SPP"** mean any of the source protection plans for a Source Protection Area or Source Protection Region prepared under the Act.

**"Source Protection Region"** and **"SPR"** mean a drinking water source protection region established by the regulations under the Act.

**"Vulnerable Area"** means mapped areas around a drinking water well or intake where drinking water sources would be at risk from certain activities prescribed under the Act.

**"WHPA"** means the land area around a well where contaminants from land activities can reach and pollute the well water supply.

"WHPA-E" means the area around a well where water quality could be impacted by surface water.

B.2 The following is added to section A2.1:

- (e) it has, and will continue to have for the term of the Agreement, adequate financial resources to cover normal operating expenses and be a going concern.

B.3 [section not necessary]

B.4 [section not necessary]

B.5 Section A4.4 is deleted in its entirety and replaced with the following:

**A4.4 No Changes.** The Recipient will not make any changes to the Project, the timelines or the Budget without the prior written consent of the Province.

B.6 Article A4.0 is amended by adding the following new sections:

**A4.9 Province's Role Limited to Providing Funds.** For greater clarity, the Province's role under the Agreement is limited to providing Funds to the Recipient for the purposes of the Project and to receiving Reports, unless explicitly stated otherwise.

**A4.10 Project Over Budget.** The Recipient acknowledges that should Project expenses exceed the amount of the Funds allocated in the Budget, the Province is not responsible for any additional funding and the Recipient undertakes to incur all further costs necessary to complete the Project.

**A4.11 Moving Funds.** Despite section A4.4, the Recipient may move Funds without prior approval of the Province, equaling up to ten percent (10%) of the allocation in one line within a Budget category in Table D1 and D.2 of Schedule "D" to another line within the same Budget category, except for expenses listed under the Budget category "Other" (if any) in Schedule "D" which may not be moved without approval from the Province. In moving Funds under this section A4.11, the Recipient may not reduce any Budget line by more than ten percent (10%) of its original allocation or increase any Budget line by more than twenty percent (20%) of its original allocation.

**A4.12 Intellectual Property.** The Province is not the owner of any intellectual property generated as a result of the Agreement.

**A4.13 Cash Flow Management.** Despite subsection A4.1(b), in order to more accurately reflect the Recipient's anticipated cash flow needs, the Province may divide any instalment of the Funds set out in the Payment Plan into two or more smaller instalments based upon information provided by the

Recipient including the Reports submitted pursuant to section A7.1. If the instalment amount is so divided by the Province, the Recipient may request payment of another instalment by confirming to the Province in a further report pursuant to section A7.1(b) that said instalment will be required in one month's time.

B.7 Sub-section A8.1(a) is deleted and replaced with the following:

A8.1 **Acknowledge Support.** Unless otherwise approved by the Province, the Recipient will:

- (a) acknowledge the support of the Province for the Project using the statement "This project has received funding support from the Government of Ontario. Such support does not indicate endorsement by the Government of Ontario of the contents of this material.";

B.8 Article A8.0 is further amended by adding the following new sections:

A8.3 **Open Data.** Subject to applicable laws, the Recipient gives its consent to the Province for the public release of any information provided under this Agreement including but not limited to the following information, whether in hard copy or in electronic form, on the internet or otherwise: Recipient name, Recipient contact information, Recipient address or general location, amount of Maximum Funds and/or Funds, Project description, Project objectives/goals, Project location, Project results reported by the Recipient, Budget and any analysis, audit or evaluation reports relating to the Project or to the Agreement performed by either Party. However, the Province and the Recipient agree that such permission does not apply to the following: NIL.

A8.4 **Announcements.** The Recipient shall not publicly announce receiving the Funds or anything to do with the Agreement, including requesting the presence of the Minister of the Environment and Conservation and Parks at one or more Project events, until permitted by the Province.

A8.5 **Use of Ontario logo.** The Recipient may only use the Ontario logo by requesting and obtaining written approval from the Province. The placement of the logo on the Recipient's materials will clearly identify the Government of Ontario as a funder, funding supporter or sponsor, and not as a partner or similar.

B.9 **Conjunctions.** Where, pursuant to section A9.1, any sections have been modified to add or delete an item from a list, the "and" or "or" conjunction used before the last item on the list shall be deemed to have been moved to the penultimate item on the modified list.

B.10 [section not necessary]



B.11 [section not necessary]

B.12 The following event is added to section A15.1:

- (e) the Recipient fails to respond to any inquiry of the Province pertaining to the *Public Sector Salary Disclosure Act, 1996* (Ontario).

B.13 The following consequence is added to section A15.2:

- (j) demand the repayment of an amount equal to, at the discretion of the Province, either the interest earned on the amount demanded under subsection (f), (g) or (h), or, in the event that the Recipient did not place the Funds in an interest bearing account in accordance with section A4.5, the interest imputed to be earned on such amount based on the then current interest rate charged by the Province of Ontario on accounts receivable, calculated from the date of the Event of Default;

B.14 The following is added to section A18.1:

- (c) deduct from any further instalments of Funds an amount equal to, at the discretion of the Province, either the interest earned on the amount deducted under subsection (a) or, in the event that the Recipient did not place the Funds in an interest bearing account in accordance with section A4.5, the interest imputed to be earned on said amount based on the then current interest rate charged by the Province of Ontario on accounts receivable, calculated from the date of overpayment;
- (d) demand that the Recipient pay an amount to the Province equal to, at the discretion of the Province, either the interest earned on the amount deducted under subsection (b) or, in the event that the Recipient did not place the Funds in an interest bearing account in accordance with section A4.5, the interest imputed to be earned on said amount based on the then current interest rate charged by the Province of Ontario on accounts receivable, calculated from the date of overpayment;
- (e) deduct the amounts referred to in both subsection (a) and (c) from any further instalments of Funds; or
- (f) demand that the Recipient pay an amount equal to the amounts referred to in both subsection (b) and (d).

B.15 Each of Sections A19.1, A19.2 and A19.3 in Article A19.0 of Schedule "A" is amended by deleting the word "fax" wherever it appears.

B.16 Article A19.0 is further amended by adding the following new section:

**A19.4 Notice by Telephone.** For clarity, Notice may not be given or received by telephone, despite the inclusion of a telephone number (if any) in the table in Schedule "B".

B.17 The following sections are added to section A30.1, Survival, in chronological order: subsection A2.1(c), section A4.10, section A4.12, section A8.3, section A8.5, subsections A15.2(j), Article A31.0 and Article A34.0.

B.18 The following new provisions are added following Article A30.0 Survival

### **A31.0 INDIGENOUS CONSULTATION**

**A31.1 Notification.** The Recipient agrees to immediately notify the Province if any Indigenous group makes any inquiries about the Project.

### **A32.0 ACCESSIBILITY**

**A32.1 Meetings and Events.** In using the Funds for meetings, events or similar, the Recipient will consider the accessibility needs of attendees with disabilities, both in terms of physical access to the event/meeting space, as well as access to the event/meeting contents and proceedings. The Recipient will use best efforts to accommodate these needs.

**A32.2 Meetings and Events Examples.** For assistance with the Recipient's obligations under section A32.1, examples of areas where accessibility should be considered include: refreshment and dietary arrangements; communications (e.g. alternate formats – large print, screen readers, Braille, audio format; assistive technologies); and venue selection.

**A32.3 Venues.** In using the Funds for venues, the Recipient will consider the accessibility needs of attendees with disabilities when selecting a venue, both in terms of exterior and interior access. The Recipient will use best efforts to accommodate these needs.

**A32.4 Venue Examples.** For assistance with the Recipient's obligations under section A32.3, examples of areas where accessibility should be considered include: parking, sidewalks/paths of travel, accessible transit, entrances and lobbies, elevators, accessible washrooms, hallways and corridors, and meeting and conference rooms.

### **A33.0 ENVIRONMENTAL INITIATIVES**

**A33.1 Meetings.** In using the Funds for meetings, the Recipient will use best efforts to hold virtual meetings instead of requiring attendees to travel to meetings in person.

**A33.2 Printing.** In using the Funds for printing, the Recipient will use best efforts to:

- (a) minimize the need to print documents by scanning and e-mailing documents that might otherwise be printed;
- (b) print or copy double-sided and in black and white when printing or copying is necessary; and
- (c) purchase paper from environmentally responsible sources.

**A33.3 Environmentally Responsible Sources.** For assistance with the Recipient's obligations under section A33.2(c), environmentally responsible sources provide virgin bulk paper certified by third party verified forest certification systems such as Forest Stewardship Council (FSC), Canadian Standards Association (CSA) or Sustainable Forest Initiative (SFI).

#### **A34.0 PERSONAL INFORMATION and PARTICIPATION BY MINORS**

**A34.1 Permissions.** The Recipient represents, warrants and covenants that it has or will receive permission to disclose the personal information of all individuals whose personal information is disclosed in the Agreement or during the Project, Reports or other reports, and, in the case of minors, the legal guardian or parent has provided such permission on behalf of the minor.

**A34.2 Consent of Legal Guardian.** The Recipient acknowledges that it is the responsibility of the Recipient to obtain express written consent from the legal guardian of any minors who are involved in any way with the Project.

**A35.0** [section not necessary]

**- END OF ADDITIONAL PROVISIONS -**

## **SCHEDULE "C"**

### **PROJECT DESCRIPTION**

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#### **C.1 BACKGROUND**

The Act, in force since 2007, enables communities to protect their drinking water sources through the preparation of collaborative, locally driven, science-based SPPs. There are thirty-eight source protection areas across the province with source protection plans in place, each one was developed with the leadership of local SPAs and SPCs, and is being implemented by local and provincial bodies, agencies, and municipalities.

The Drinking Water Source Protection Program supports communities in the protection of their drinking water sources under Ontario's framework for source protection planning and aims to ensure that each Source Protection Plan remains a living document and continues to be updated as needed.

As the local watershed-level agencies, CAs have a leadership role for source protection under the Act. They are required to monitor SPP implementation and prepare an annual progress report for the Minister to report on local progress; support municipalities in addressing ongoing improvements to the SPP; support the SPC in its responsibility to create and maintain those plans; maintain local source protection program data to inform local decision-making; and update the SPP as required to include technical assessments and policies for new and expanded municipal residential DWSs.

The Drinking Water Source Protection 2019-20 Program provides funding to help CAs continue to fulfill their responsibilities under the Act and play a coordinating role in the updating of ARs and SPPs as needed, thereby supporting municipalities to ensure drinking water sources for municipal residential DWSs are protected and source protection is considered in local decision-making.

The Recipient is receiving funding support for this public interest program to lead and deliver the local source protection program for the Niagara Peninsula Source Protection Area.

#### **C.2 PROJECT OBJECTIVE**

The objective of the Project is to maintain an effective multi-faceted support framework for local source protection in the Niagara Peninsula Source Protection Area. This framework will include maintaining source protection expertise at the Niagara Peninsula SPA to support source protection activities as prescribed under the Act, its regulations and rules for the Niagara Peninsula Source Protection Area and the updating of the Niagara Peninsula Source Protection Plan as needed.



### C.3 SCOPE OF PROJECT AND TIMELINE

The Project will include the engagement of local and regional stakeholders in the Niagara Peninsula Source Protection Area, provision of source protection expertise and coordination of local activities that support the implementation of the Niagara Peninsula SPP and updating of the plan where necessary, as well as the monitoring and reporting requirements under SPP and the Act.

The Recipient will maintain the organizational infrastructure, staffing capacity and expertise to deliver local source protection activities to meet the stated Project objective. The Recipient will undertake the following activities for the Niagara Peninsula Source Protection Area within the timeframe outlined below or by the stated completion date.

Project Activities	Timeframe/ Completion Date
<p>A. Maintain local governance and capacity to facilitate and coordinate source protection initiatives for the Niagara Peninsula Source Protection Area. This includes undertaking the following activities:</p> <ol style="list-style-type: none"> <li>1. Host 2 SPA Board meetings to update the board on source protection activities in the Niagara Peninsula Source Protection Area and seek their endorsement of the 2018 Source Protection Plan annual progress report and any AR or SPP amendments or updates that are completed.</li> </ol>	<p>Effective Date through March 31, 2020</p>
<p>B. Maintain an informed and engaged SPC for the Niagara Peninsula Source Protection Area to guide the local planning process. This includes undertaking the following activities in accordance with Ontario Regulation 288/07 made under the Act as amended from time to time:</p> <ol style="list-style-type: none"> <li>1. Host and facilitate 4 SPC meetings and post meeting minutes once approved by the SPC.</li> <li>2. Participate in Ministry hosted SPC chairs' meetings /teleconferences as scheduled.</li> </ol>	<p>1. Meetings are scheduled for June, September, and December 2019 and March 2020.</p> <p>2. Effective Date through March 31, 2020</p>
<p>C. Monitor and report on Source Protection Plan implementation progress within Niagara Peninsula Source Protection Area, in accordance with requirements set out in Ontario Regulation 287/07 "General" made under the Act and Ministry guidance. This includes the following:</p> <ol style="list-style-type: none"> <li>1. Finalize 2018 Source Protection Plan annual progress reports on the implementation of the local SPPs.</li> <li>2. Submit and make publicly available the 2018 Source Protection Plan annual progress reports.</li> <li>3. Support Implementing Bodies in the Niagara Peninsula Source Protection Area to meet their responsibilities under monitoring policies and reporting requirements under the Act.</li> <li>4. Receive and maintain information related to the Monitoring Policy Summaries from Implementing Bodies. This includes</li> </ol>	<p>1. April 2019</p> <p>2. By May 2019</p> <p>3-7. June 2019 – March 2020</p>

<p>analyzing and interpreting the information received to report on implementation progress to stakeholders.</p> <p>5. Coordinate submission of annual reporting requirements from Implementing Bodies, amalgamate information, analyze and interpret information received.</p> <p>6. Analyze effectiveness of SPP policies and SPPs developed for the Niagara Peninsula Source Protection Area.</p> <p>7. Undertake work in preparing for the submission of the 2019 Source Protection Plan annual progress reports.</p>	
<p>D. Retain records in accordance with legislative requirements.</p> <p>1. Maintain digital documentation and backups of local source protection information used to produce ARs and SPPs to comply with the requirements of the Act.</p>	1. On-going.
E. Undertake amendments to the SPP under section 51 of Ontario Regulation 287/07 made under the Act for minor / administrative revisions to the Niagara Peninsula SPP. – <i>Not Applicable</i>	Not Applicable as per Recipient's funding application.
F. Issue confirmation notices to system owners under Ontario Regulation 287/07, section 48 (1.1 (b)) under the Act and following protocols outlined in Ministry guidance for new and changing municipal residential drinking water systems.	Confirmation notices will be issued as municipalities seek them.
G. Undertake amendments to the Niagara Peninsula Source Protection SPP to incorporate technical assessments and plan amendments for new and changing municipal residential drinking water systems. – <i>Not Applicable</i>	Not Applicable as per Recipient's funding application.
H. Develop workplan for the updating of the Niagara Peninsula Source Protection SPP as per Minister's section 36 Order and Ministry guidance. – <i>Not Applicable</i>	Not Applicable as per Recipient's funding application.
<p>I. Undertake work to complete the review and update of the Niagara Peninsula AR and SPP (under section 36 of the Act) in a manner that is consistent with Ministry guidance and comments, where provided, and the Ministry's order issued under section 36 of the Act. This includes work to:</p> <ul style="list-style-type: none"> <li>▪ Address the following changes from Table 1 of the Ministry's section 36 Supplemental Guidance Bulletin #3: <ul style="list-style-type: none"> <li>○ Rule change requiring the removal of vulnerability scores association with Significant Groundwater Recharge Areas. Remove moderate or low water quality threats associated with Significant Groundwater Recharge Areas, and/or replace maps and update text as needed.</li> </ul> </li> </ul>	Table 1 changes to be completed by December 2019.

<ul style="list-style-type: none"> <li>○ Rule change requiring the removal of sodium and chloride references from the circumstances related to on-site sewage systems and holding tanks.</li> <li>○ Rule change pertaining to the handling and storage of fuel and its impact on the AR and SPP with intake protection zones and WHPA-Es. Update AR maps and texts to update where the activity poses a significant, moderate and low risk.</li> <li>○ The addition of circumstances for the establishment and operation of a liquid hydrocarbon pipelines as a drinking water threat. Update AR and SPP to capture pipelines under the prescribed circumstances or text to explain why policies are not warranted.</li> </ul> <ul style="list-style-type: none"> <li>• Address the following changes from Table 2 of the Ministry's section 36 Supplemental Guidance Bulletin #3: <ul style="list-style-type: none"> <li>○ Reduce the Decew Intake protection zone 1 boundary to account for recent improvements to the condition of the berm and the mitigation of the risk that diversions from the canal could overtop the berm.</li> <li>○ Updating terminology as necessary, including adoption of "Short Names" to prescribed drinking water threat, to ensure AR and SPP aligns with recent updates to the Director's Technical Rules and the Table of Drinking Water Threats.</li> </ul> </li> <li>• Incorporate technical assessments and policies for the new intakes at the Welland, DeCew Falls, Niagara Falls and Fort Erie DWSs as they are completed and provided to the Recipient.</li> </ul>	<p>Table 2 changes to be completed by July 2019</p> <p>Recipient will incorporate the assessment into AR within a month of the municipality providing the information.</p>
<p>J. Undertake stakeholder and municipal engagement through the use of email, telephone and in limited instances in-person, on proposed changes to the Niagara Peninsula AR and SPP.</p>	<p>As necessary</p>
<p>K. Provide advice to municipal staff, risk management officials and inspectors:</p> <ul style="list-style-type: none"> <li>• to resolve issues with policy implementation and identify whether updates to ARs and plans are necessary to improve implementation.</li> <li>• on the review of local applications / decisions in Vulnerable Areas to ensure integration and consideration of source protection.</li> </ul>	<p>K – N. Effective Date through March 31, 2020</p>
<p>L. Provide support to municipal residential DWS owners on requirements for water quality risk assessments on new and changing municipal residential drinking water wells and intakes.</p>	

M. Keep municipal councils and councillors informed and aware of program progress and their obligations under the Act.	
N. Maintain local source protection program, including issues management and participation in local, regional and provincial meetings to advance local programs.	

#### C.4 PROJECT PARTICIPANTS

The Project will be undertaken by the following Project team members:

Participant Title	Time on Project (FTE)	Role / Responsibility
Project Manager-Hydrogeologist	1.00	Responsible for program administration, annual SPP reporting, SPC meetings and maintenance, SPA meetings. Lead for municipal planning support, council presentations, participate in all provincial and regional meetings.  Responsible for the issuance of confirmation notices, incorporation of new technical assessments into AR and SPP once available from municipalities. Municipal public works support, address and lead all AR and SPP amendments.
GIS Analyst (Information Management Assistance)	0.10	Source protection data and database support for municipal studies, records storage/ databases, SPC & source protection maps.
Communications Specialist	0.15	Web-site maintenance, responsible for development of news releases and public notices.
<b>Total</b>	<b>1.25</b>	

Should there be any changes to the above-noted Project team members; the Recipient will advise the Province forthwith. Changes include additions, replacements and vacancies.



## C.5 PERFORMANCE MEASURES AND TARGETS

In carrying out the Project, the Recipient will use the following measures and aim to meet the following targets to assess its success in meeting the Project objective:

Performance Measure	Performance Targets
Niagara Peninsula SPA is able to deliver on legislated activities under the Act, its regulations and Director's Technical Rules in a timely manner.	<ul style="list-style-type: none"> <li>Annual reporting requirements completed and submitted to Ministry on time.</li> <li>SPC achieves quorum at all its meetings.</li> <li>SPP is updated as needed to enable municipalities to provide water from new and changing drinking water systems.</li> </ul>
Niagara Peninsula SPA has provided tools, resources and guidance to municipalities to make them aware of their responsibility for annual reporting, implementation and instances when plan requires updating.	<ul style="list-style-type: none"> <li>Municipalities and municipal councils have an awareness of their role in drinking water source protection.</li> <li>All municipalities impacted by proposed SPP updates are consulted and provided opportunities to comment.</li> </ul>
Policy challenges are identified and addressed through updates to the SPP.	<ul style="list-style-type: none"> <li>Policies are being implemented and effective in managing identified risks.</li> <li>100% of implementing bodies identified in local SPPs are informed of policy implementation obligations.</li> </ul>
Municipal residential DWSs that are online that have been captured in the local SPP and been approved by the Ministry	<ul style="list-style-type: none"> <li>100% of municipal residential DWSs that are online have been captured in the local SPP and been approved by the Ministry.</li> </ul>

- END OF PROJECT DESCRIPTION AND TIMELINES -

## SCHEDULE "D"

### BUDGET

#### D.1 Budget Category: Staff

	<b>Total Annual Salary for Position</b> (including salary, benefits, and overhead)	<b>Total Approved Time for Project (FTE)</b>	<b>Budget</b>
Project Manager- Hydrogeologist	\$123,045.29	1.00	\$123,045.29
GIS Analyst	\$117,205.29	0.10	\$11,720.53
Communications Specialist	\$104,791.29	0.15	\$15,718.69
<b>Total</b>		<b>1.25</b>	<b>\$150,484.51</b>

Staffing costs above include direct costs (salaries, benefits) and project administration costs of not more than \$25,703.00.

#### D.2 Budget Category: Non-Staff

Line Item		Budget
Project Team Travel	Includes transportation (car rental, gas or mileage parking), food and beverage and overnight accommodations associated with the Project activities and in accordance with Ontario Public Service meal and travel rates.	\$1,000.00
SPC Costs	Per diem and travel costs for 4 SPC meetings = \$8,200	\$8,200.00
9 members plus SPC chair	<i>Per meeting: \$200 member per diems x 8 member per diems and travel costs of approximately \$450</i>	
<b>Total Approved Non-staff Budget</b>		<b>\$9,200.00</b>

#### Budget Summary:

Staff	\$150,484.51
Non-staff	\$9,200.00
<b>TOTAL</b>	<b>\$159,684.51</b>

The Recipient shall advise the Ministry if it receives additional funding, monetary or in-kind from other sources for any work covered under this Agreement and outlined in the Project

### D.3 BUDGET NOTES

- (a) **Ineligible costs** – For clarity, in addition to any other costs identified or described as ineligible in the Agreement, the following is a non-exhaustive list of costs for which the Province will not provide any Funds:
- (i) **Fundraising** – any costs related to developing a business case, funding proposal or other activity with a similar aim;
  - (ii) **Lobbying** – any costs related to activities undertaken with the actual or perceived intention of lobbying;
  - (iii) **Non-Project costs** – any costs not directly related to the Project;
  - (iv) **Pre-Project costs** – any costs incurred prior to the Effective Date, unless explicitly stated otherwise in this Agreement;
  - (v) **Refundable expenses** – costs deemed ineligible in accordance with section A4.8 of Schedule "A"; and
  - (vi) Any costs which are an inappropriate use of public funds in the sole opinion of the Province.
- (b) **Project Administration Costs** (under "Budget Category: Staff") refers to indirect costs associated with the general administration of the Project. Support Services and Indirect Project Costs are those required for the day to day operation of the Project and can reasonably be attributable to the Project. Fixed costs incurred by the Recipient regardless of the Project (e.g. mortgage, rent, insurance for the Recipient's regular operations) are not eligible for coverage by the Funds. Overhead expenses in the Budget include:
- Support Services - time spent by the Recipient's staff in human resources, finance, information technology and senior management providing administrative support that can be reasonably attributable to the Project.
  - Indirect Project Costs which includes expenses and other costs that are part of the normal operations of the Recipient, but which can be reasonably attributable to the Project. They can include as part of overhead expenses administration/support services, building/rent costs, office equipment rental and services, and office supplies that can be reasonably attributable to the carrying out of the Project.
- (c) **Equipment/Capital Item Rental** – The Province *may* approve the purchase instead of the rental of equipment or capital items that fulfill the following criteria: (i) the equipment or capital item is being used on multiple occasions throughout the Project; (ii) total rental costs are greater than the one-time purchase cost; (iii) the equipment or capital item is not of a type found in a normal

office environment; and (iv) without the Project, it is unlikely that the Recipient would purchase the equipment or capital item. If intending to purchase the equipment or capital item using the Funds, the Recipient must request approval from the Province prior to acquisition of the equipment or capital item.

- (d) **Transportation** (under "Project Team Travel Costs") – Transportation refers to the provision of transportation for meetings or events to the Recipient's staff or contractors or meeting/event attendees if specified in the Budget. The amount from the Funds used for transportation will be calculated according to the rates in the Ontario Government's Travel, Meal and Hospitality Expenses Directive that is current as of the date that the expense is incurred. Transportation will be by the most practical and economical method; tickets (e.g. train, airplane) purchased must be for economy/coach class and when renting a vehicle, the Funds may only be used for a compact model or its equivalent unless approval for a different model is obtained from the Province prior to rental. The Funds under this Budget line may not be used for:
- transportation for meeting/event attendees when the distance to the meeting or event venue is less than: N/A.
- (e) **Accommodation** (under "Project Team Travel Costs") – Accommodation refers to the provision of accommodation for meetings or events to the Recipient's staff or contractors or other meeting/event attendees if specified in the Budget. Accommodation will be in a standard room; the Funds may not be used for hotel suites, executive floors or concierge levels. The Funds under this Budget line may not be used for:
- Penalties incurred for non-cancellation of guaranteed hotel reservations.
- (f) **Food and Beverage** (under "Project Team Travel Costs") – The Recipient may use the Funds for the provision of food or beverages to the Recipient's staff or contractors when travelling for Project-related work. The Funds may only be used for meals during such travel periods, subject to the limitations below. The amount from the Funds used for food or beverage will be calculated according to the rates in the Ontario Government's Travel, Meal and Hospitality Expenses Directive that is current as of the date that the expense is incurred. The Recipient may only use the Funds for food and beverage if it is collecting and retaining itemized receipts that verify the expenditure. In addition, the Funds under this Budget line may not be used for:
- non-meal food and beverages;
  - alcohol.
- (g) **Food and Beverage** (under "SPC Costs") – The Recipient may use the Funds for the provision of food or beverages during Source Protection Committee meetings. If the Funds are being used to pay for meals, the amount from the Funds used for these meals will be calculated according to the rates in the Ontario Government's Travel, Meal and Hospitality Expenses Directive that is current as of the date that the expense is incurred. If the Funds are being used to pay for non-meal food and



beverages (e.g. coffee, water, snacks) during public Project meetings or events the amount from the Funds used for these non-meal expenses can be up to the following maximums: \$5/day per person for a half-day public Project meeting/event or \$10/day per person for a full day public Project meeting/event. The Recipient may only use the Funds for food and beverage if it is collecting and retaining itemized receipts that verify the expenditure. In addition, the Funds under this Budget line may not be used for:

- alcohol; and
- meals (breakfast, lunch and dinner) or non-meal food and beverages outside of public Project meetings/events.

#### **D.4 ADDITIONAL FUNDING**

The Recipient has requested, but not received confirmation of, additional funding or in-kind support for the Project from the following: **NIL**

**- END OF BUDGET -**

**SCHEDULE "E"**

**PAYMENT PLAN**

<b>Criteria</b>	<b>Amount</b>
Following Province execution of Agreement evidencing approval of Recipient Project proposal	\$79,842.51
Following Province approval of interim progress report and financial progress report as set out in Schedule "F"	\$55,890.00
Following Province approval of draft final report as set out in Schedule "F"	\$23,952.00
<b>TOTAL</b>	<b>\$159,684.51</b>

**NOTE:** As the Funds are public money to which government rules apply, the amounts above may be divided in accordance with section A4.13 (as found in section B.6).

**- END OF PAYMENT PLAN -**

## **SCHEDULE "F"**

### **REPORTING**

<b>Name of Report</b>	<b>Due Date</b>
1. Additional Funding Report(s)	An on-going obligation of the Recipient following the Recipient's receipt of notification that it will be receiving additional funding for the Project
2. Procurement Report(s)	Immediately following selection of preferred proponent if applicable
3. Interim Progress Report	October 31, 2019
4. Financial Progress Report	October 31, 2019
5. Draft Final Report	February 26, 2020
6. Final Report	April 28, 2020
7. Reports as specified from time to time	On a date or dates specified by the Province.

#### **Report Due Date**

Except as noted below, if the due date of any Report falls on a non-Business Day, the due date is deemed to be the next Business Day.

#### **Reporting Templates**

When reporting to the Province, the Recipient will use the templates provided by the Province (if any).

#### **Supporting Documentation**

For clarity, the Province may request supporting documentation from the Recipient as part of the Reports submitted as described in this schedule.

#### **Report Details**

##### **1. The Additional Funding Reports will set out:**

- (i) an accounting of any other funding received or to be received by the Recipient, including the identification of the funding organization, the amount and the specific aspect of the Project that the additional funding is supporting;

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- (ii) confirmation that there is no overlap of funding from the Province and from the other funding entities.

**2. The Procurement Reports will set out:**

- (i) a description of the procurement process followed by the Recipient to acquire goods or services required to perform the Project;
- (ii) a justification for the selection of the preferred proponent or good which evidences value for money, including, if applicable, confirmation from the supplier that they are the sole supplier of the goods.

**3. The Interim Progress Reports will set out:**

- (i) actions undertaken to the date of the report, with reference to specific paragraphs of section C.3 (Scope of Project), and how they relate to the objective(s)/desired outcomes of the Project identified in section C.2;
- (ii) any Project milestones achieved within the reporting period and show how Project objectives / expectations have been met;
- (iii) for any staff position covered in whole or in part by the some or all of the Funds, confirmation of the time spent by the staff person on the Project;
- (iv) set out any variances from the timelines, the reasons for such variances and the strategy used to correct the variances and achieve the Project objectives; and
- (v) a statement confirming the Recipient is in compliance with the terms and conditions of the Agreement except as disclosed in the interim progress report, signed by the Chief Operating Officer, the Board chair or equivalent.

**4. The Financial Progress Reports will set out:**

- (i) an interim accounting of all Project expenditures to date signed by the Chief Financial Officer, the Board chair or equivalent, if applicable, confirming actual Project expenditures and providing an explanation for any variances from the Budget;
- (ii) a copy of all financial records (including invoices) confirming actual Project expenditures;
- (iii) an accounting of any other funding received by the Recipient, the identification of the funding organization, the amount and the specific aspect of the Project that the additional funding is supporting as well as a statement confirming that there is no overlap of funding from the Province and from any other organization; and



- (iv) whether or not the Project as described in the Agreement can be completed.

**5. The Draft Final Financial Report will:**

- (i) include draft versions of all the information required for the Final Report as described below except for (viii).

**6. The Final Report will:**

- (i) describe actions undertaken in carrying out the Project, with reference to specific paragraphs of section C.3 (Scope of how they relate to the objectives/desired outcomes of the Project identified in section C.2;
  - (ii) discuss Project objectives / expectations, confirming that Project objectives / expectations were met, setting out lessons learned;
  - (iii) for any staff position covered in whole or in part by the some or all of the Funds, confirmation of the time spent by the staff person on the Project;
  - (iv) include a final accounting of all Project expenditures signed by the Chief Financial Officer, and the Board chair or equivalent if applicable, confirming actual Project expenditures and providing an explanation for any variances from the Budget;
  - (v) include an accounting of any unspent Funds and an explanation as to why there are remaining Funds;
  - (vi) include a final accounting of the other funding received by the Recipient, the identification of the funding organization, the amount and the specific aspect of the Project that the additional funding supported as well as a statement confirming that there has been no overlap of funding from the Province and from any other organization; and
  - (vii) include a statement signed by the Chief Operating Officer, the Board chair or equivalent confirming Recipient compliance with the terms and conditions of the Agreement, except as disclosed in the final report.
- 7. Other Reports:**
- (i) the Province will specify the timing and content of any other Reports as may be necessary.

**- END OF REPORTING -**



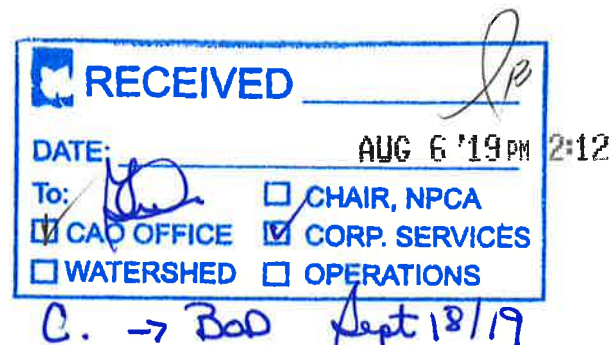


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August 2, 2019

Ms. Gayle Wood  
CAO/Secretary-Treasurer  
Niagara Peninsula Conservation Authority  
250 Thorold Road West  
Welland, Ontario  
L3C 3W2



**Subject: 2020 Budget Submission for the Niagara Peninsula Conservation Authority**

Dear Ms. Wood:

This letter is to request that your organization submit a draft budget to the City of Hamilton; along with a copy of your organization's most recent audited financial statements, to the **attention of Cyrus Patel, Senior Financial Analyst, Budget and Finance Division, 71 Main Street West, Hamilton, Ontario L8P 4Y5, on or before November 20, 2019.**

As well, please be advised that at its meeting of July 12, 2019, Council approved sub-section (d) of Item 4 to the General Issues Committee Report 19-013, which reads as follows:

- (d) That Police, Library and Conservation Authorities target a 2020 tax operating budget guideline based on an increase of 2.0% and that any increase beyond the guideline be forwarded for consideration with explanation.

Lastly, your organization has been scheduled to provide a presentation respecting their 2020 budget submission on **Tuesday, January 21, 2020 at approximately 12:15 p.m., Council Chambers, Hamilton City Hall at 71 Main Street West.**

Please provide an electronic copy of your **final presentation no later than 12 noon on Monday, January 6, 2020** to my attention at [stephanie.paparella@hamilton.ca](mailto:stephanie.paparella@hamilton.ca).

Should you have any questions respecting the meeting process or your presentation, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Paparella', with a long horizontal flourish extending to the right.

Stephanie Paparella  
Legislative Coordinator  
Office of the City Clerk

Copied: Mike Zegarac, General Manager, Finance & Corporate Services  
Brian McMullen, Director, Financial Planning & Policy  
Tom Hewitson, Manager, Current Budgets & Fiscal Planning  
Cyrus Patel, Senior Financial Analyst



August 15, 2019

**CL 13-2019, July 18, 2019**  
**BRCOTW 6-2019, June 20, 2019**  
**CSD 40-2019, June 20, 2019**

***DISTRIBUTION LIST***

***SENT ELECTRONICALLY***

2020 Budget Planning  
CSD 40-2019

Regional Council, at its meeting held on July 18, 2019, passed the following amended recommendation of its Budget Review Committee of the Whole:

That Report CSD 40-2019, dated June 20, 2019, respecting 2020 Budget Planning, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2020 base budget for existing services **BE PREPARED** with consideration of the Core Consumer Price Index as follows:
  - i. 2.0% for Regional Departments
  - ii. 2.0% for Agencies, Boards, and Commissions
  - iii. 2.0% for Waste Management
2. That consideration of a separate levy increase for capital **BE REFERRED** to the Capital Budget - Budget Review Committee of the Whole;
3. That the estimated assessment growth of 1.65% **BE APPORTIONED** to:
  - i. tax increment grants estimated at 0.35%; and

- ii. that the remaining net assessment growth of 1.30% support growth related operating and capital costs requested by Regional Departments and ABCs through business cases;
- 4. That consideration of a separate levy increase for enhancements to or new programs **BE REFERRED** to the Operating Budget - Budget Review Committee of the Whole;
- 5. That the 2020 budget for Water and Wastewater **BE PREPARED** with an increase of 2.0% in accordance with the Core Consumer Price Index;
- 6. That the 2020 budget schedule per Appendix 2 of Report CSD 40-2019 **BE APPROVED**; and
- 7. That this report **BE CIRCULATED** to agencies, boards and commissions (ABC's) in accordance with the Budget Control By-law.

A copy of CSD 40-2019 is enclosed for your reference.

Yours truly,



Ann-Marie Norio  
Regional Clerk  
:cjp

CLK-C 2019-201

cc: T. Harrison, Commissioner, Corporate Services  
H. Chamberlain, Director, Financial Management & Planning, Deputy Treasurer  
M. Murphy, Associate Director, Budget Planning and Strategy

Distribution List

Niagara Regional Housing  
Niagara Regional Police Services Board  
Niagara Peninsula Conservation Authority

**Subject:** 2020 Budget Planning

**Report to:** Budget Review Committee of the Whole

**Report date:** Thursday, June 20, 2019

---

## **Recommendations**

1. That the 2020 base budget for existing services **BE PREPARED** with consideration of the Municipal Price Index as calculated in appendix 1 in accordance with recommendations in report CSD 41-2019 Budget Planning Policy Review as follows:
  - a. 2.7% for Regional Departments
  - b. 3.0% for Agencies, Boards, and Commissions
  - c. 2.1% for Waste Management
2. That consideration of a separate levy increase for capital **BE REFERRED** to the Capital Budget - Budget Review Committee of the Whole.
3. That the estimated assessment growth of 1.65% **BE APPORTIONED** to
  - i. tax increment grants estimated at 0.35% and
  - ii. that the remaining net assessment growth of 1.30% support growth related operating and capital costs requested by Regional Departments and ABCs through business cases.
4. That consideration of a separate levy increase for enhancements to or new programs **BE REFERRED** to the Operating Budget - Budget Review Committee of the Whole.
5. That the 2020 budget for Water and Wastewater **BE PREPARED** with an increase of 5.15% in accordance with recommendation in report PW 4-2019 Water and Wastewater Financial Plan for O.Reg. 453/07.
6. That the 2020 budget schedule per appendix 2 **BE APPROVED**.
7. That this report **BE CIRCULATED** to agencies, boards and commissions (ABC's) in accordance with the Budget Control By-law.

## Key Facts

- The purpose of this report is to inform Council of the opportunities and pressures impacting service delivery in order to establish consistent expectations for Council and staff in the preparation of the 2020 Tax Levy and Water, Wastewater and Waste Management Operating and Capital Budgets.
- The recommendations in this report and the guidance for preparing the 2020 budget are consistent with the recommendations and guiding principles in CSD 41-2019 Budget Planning Policy Review.
- The Conference Board of Canada created a unique Municipal Price Index in accordance with their methodology.
- Assessment Growth is forecasted at 1.65% reflecting the recent growth pattern in building permit activity as described in the Financial Considerations below. MPAC data will be used to monitor this estimate and update as the budget is developed.
- Recent provincial announcements will have impacts on the 2020 budget. Staff continue to research the implications of these announcements and will communicate to Council as information becomes available.

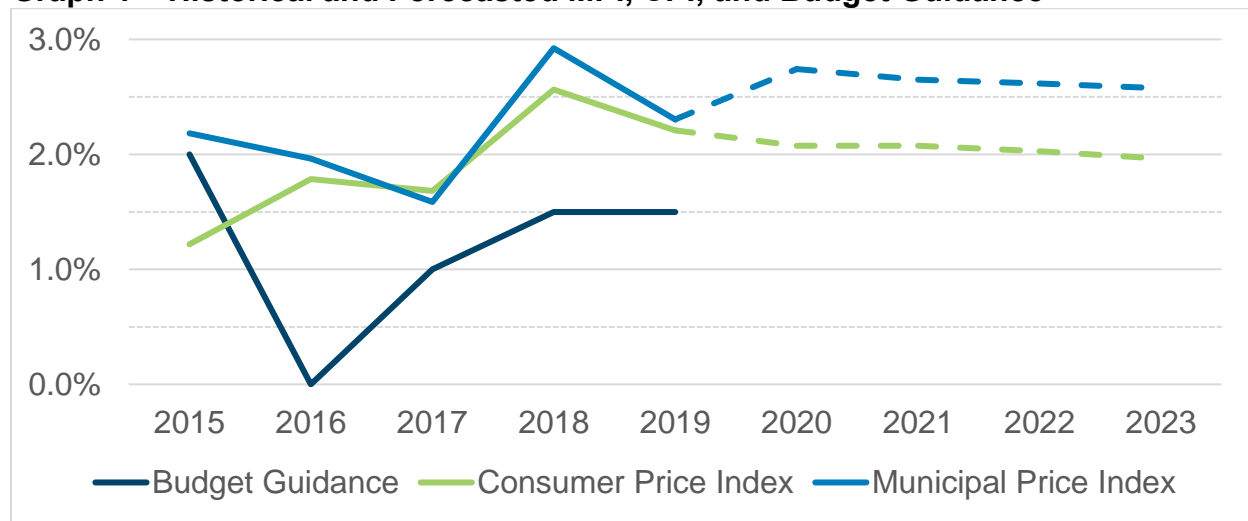
## Financial Considerations

### Base Services Budget

Recommendations presented in report CSD 41-2019 Budget Planning Policy Review suggest the use of a Municipal Price Index (MPI) as a method for budget development, moving away from the traditional core Consumer Price Index (CPI) target. The MPI is not a prescriptive instrument that mandates operating budget expenditures to increase by a designated amount annually; the index helps better inform staff and Council of external economic conditions that will require appropriate fiscal consideration. Sources, factors, and MPI calculations can be found in Appendix 1. Use of an MPI gives consideration to pressures of fuel, utilities and compensation; however some factors are not included such as revenue assumptions, capital financing, impacts from population growth, and new service initiatives. Staff will be able to report to Council on line items increasing in excess of the MPI factors.

Graph 1 demonstrates the alignment between CPI, MPI, and historical guidance for base services, as well as a forecast of CPI and MPI to 2023.

**Graph 1 – Historical and Forecasted MPI, CPI, and Budget Guidance**



#### Levy Budget

Appendices 3 and 4 are a summary of pressures and mitigations that have been quantified for the 2020 levy budget. Staff will undertake mitigation measures to accommodate these items within the calculated MPI. If not all pressures can be accommodated within this index, business cases for additional increases may be considered by Council in particular for revenue pressures which are not factored into the MPI methodology.

#### Waste Management Budget

The pressures impacting the 2020 Waste Management budget are primarily related to net recycling sales revenue decrease of \$2.17 million. Revenues are not considered in the development of the MPI and will be supported by business cases for Council consideration. Further, the collection contract is an extraordinary expense with an estimated pressure of \$0.50 million. As such, the MPI may not be able to address the pressures facing the budget development. Staff will work to mitigate the budget pressures and be prepared to respond with business cases in the event increases are required in excess of the MPI.

#### Water and Wastewater Budget

The Water and Wastewater capital financing tied to the 2016 AMP was considered through the preparation of the Safe Drinking Water Act pro-forma financial statements presented to Public Works Committee in February 2019. The pro-forma statements were prepared for a ten year period and identified a 5.15% increase annually for the years 2019-2028, covering base service costs and capital financing requirements. Council approved a 2019 budget increase of 5.15% in alignment with the recommendations in PW 4-2019 Water and Wastewater Financial Plan for O.Reg. 453/07. The financial plan was approved for use in the development of the 2020 and future budgets.



## Capital Financing

As identified through the 2016 Asset Management Plan (AMP), the target average annual renewal investment (AARI) for the Region to sustain current infrastructure and clear the infrastructure gap within fifty years is \$185.9 million. Current sustainment funding has averaged \$169.1 million over five years. Some investments to infrastructure have been made through the 1% infrastructure deficit reduction reserve approved in 2017, and the Safe Drinking Water Act financial plan recommendations, but further funding is necessary.

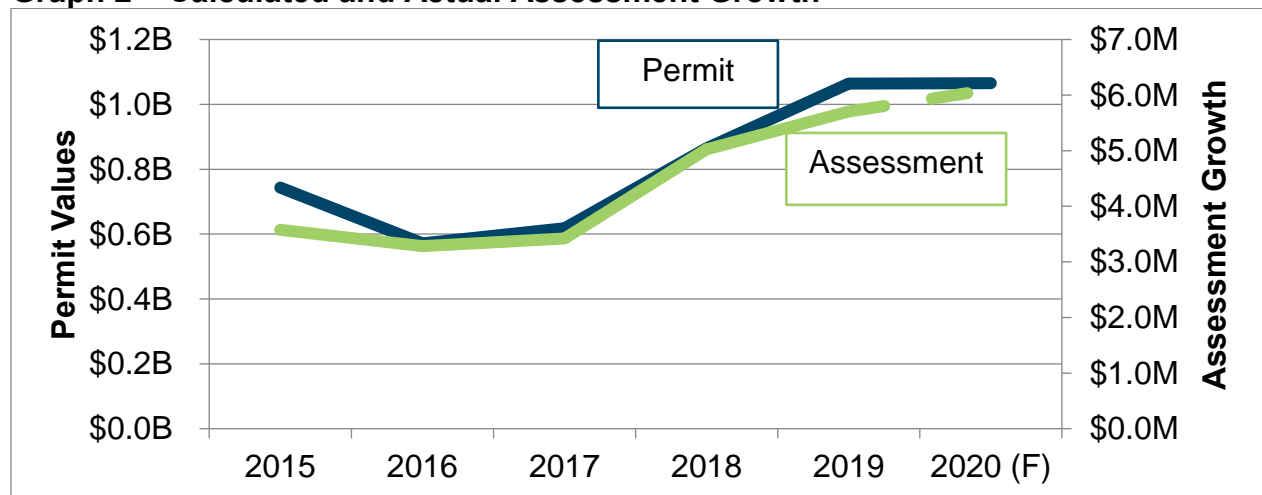
The preliminary estimate for 2020 indicates a levy capital financing increase of 2.0% annually for the next ten (10) years to reduce the funding gap. Staff reported that the annual levy requirement each year for ten years to close the forecasted capital gap was 1% (2012), 1.3% (2015), 1.3% (2016) 1% (2017) in contrast to the 1% one-time addition to the base in 2017 that still continues. Therefore the gap has continued to increase and projects have continued to be deferred.

A Capital Financing policy is being drafted for Council consideration in the fall to establish a strategy for financing capital sustainably. The policy will employ decision criteria to determine the funding mix of pay-as-you-go, reserves, and debt financing. Separate levy and requisition requirements will be presented to Council at the Capital BRCOTW meeting, proposed for October 10<sup>th</sup>.

## Assessment Growth Predictions

Niagara has seen a correlation between permit issuance and assessment growth, typically with a two year lag. Permit issuance remained stable between 2017 and 2018, reaffirming trending forecasts calculating a 1.65% growth factor for 2020. Graph 2 provides a comparison of estimated assessment growth to permit values.

**Graph 2 – Calculated and Actual Assessment Growth**



Timing of assessment growth is largely dependent on MPAC resources and process, as such staff will continue to monitor the trend throughout the year.

Some of the growth realized each year is tied to development for which Council has committed tax increment grants (TIGs). It is important that growth dollars be allocated to honour these commitments before allocating to other priorities. The estimate of TIGs is open to variability, and will be reviewed to determine impact on the 2020 budget, or other timing as added to the tax roll. The projected net growth after funding tax increment grants would be 1.3% or \$4.8 million.

The net assessment growth funding will be available to fund capital and operating costs of growth supported by business cases as submitted by Regional Departments and ABCs.

## Analysis

### New Programs

Staff have identified several strategic initiatives for Council's approval which are currently estimated and will be built into the 2020 budget pending approval of separate levy increases. New requests will be considered at committees and be referred for consideration to the 2020 budget approval process. Table 1 includes details of currently known initiatives.

Table 1 – Strategic Initiatives

Initiative	Description	2020 Estimate
Niagara Regional Transit	To complete the enhancements to the Niagara Regional Transit routes an additional \$3.2 million is required annually. \$3.0 million of the annual costs to operate the Niagara Regional Transit was deferred through transfer from reserve.	\$6.2M
Airports	Governance and funding changes with respect to the Niagara District Airport and Niagara Central Dorothy Rungeling Airport requires annual funding to support operations and capital requirements	\$2.2M
Suicide Preventative Initiative	Increasing Capacity for Suicide Prevention Efforts in Niagara, the Region will have two additional resources for suicide prevention.	\$0.2M
Waterfront Investment Program	The Waterfront Investment Program was deferred for a period of one (1) year through approval of the 2019 budget. This was previously funded through capital levy reserve funding.	\$1.0M

Initiative	Description	2020 Estimate
Smarter Niagara Incentive Program	Base funding for the Smarter Niagara Incentive Program was deferred for a period of one (1) year through approval of the 2019 budget. Regional Council approved a transfer from 2018 surplus to continue offering the grant program in 2019.	\$0.6M
Long-term Care Home Redevelopment	Debt servicing costs for long-term care home redevelopment.	\$3.6M
EMS Central Hub Accommodations	Debt servicing costs for land purchase at the site of the EMS Central Hub.	\$0.4M
NRPS 2019 Position hiring deferral	The Niagara Region Police Service Board approved the deferral of funding for new position hires in 2019, which will require funding in 2020.	\$0.7M
Brock LINC Partnership	A request from Brock University was received for a partnership in the Learn, Innovate, Network, and Commercialize (LINC) program to support post-secondary education and economic development.	\$1.5M
GO Station Infrastructure	When the \$40 million Regional investment in GO train infrastructure is allocated, there may be operating costs associated with the stations.	TBD
Canada Summer Games	The Canada Summer Games Board is finalizing its business plan. The funding request will be determined with the finalization of the legacy capital projects.	TBD
<b>Total</b>		<b>\$16.5M</b>

The above new and enhanced programs equate to 4.51% of the tax levy and are not included in the Municipal Price Index as they are not a part of current base services.

Table 2 summarizes all budgetary factors as identified in this report. It does not include the current estimate of \$17.95 million of base budget pressures in appendix 3 which staff will undertake to accommodate within the MPI. The rigorous budget process over the next few months will update and refine the current estimates and pursue all mitigation options in order to present Council with budget decisions for a sustainable and transparent budget that delivers program and services expected by the public and in alignment with Council's strategic priorities.

**Table 2 – 2020 Budget Impacts (in millions)**

<b>Budgetary Item</b>	<b>Levy</b>	<b>Waste Management</b>	<b>Water and Wastewater</b>
<b>Municipal Price Index for base expenses (Appendix 1)</b>	\$5.0	\$0.7	\$-
<b>MPI for base expenses (ABCs)</b>	5.4	-	-
<b>As per Water Wastewater financial strategy</b>	-	-	6.0
<b>Revenue pressures (Appendix 4)</b>	4.4	2.2	-
<b>Capital Financing</b>	7.3	-	Included in PW 4-2019
<b>New/Enhanced Programs (Table 1)</b>	16.5	-	-
<b>Total Budget Pressure</b>	<b>\$38.6</b>	<b>\$2.9</b>	<b>\$6.0</b>
<b>Total Budget Pressure %</b>	<b>10.55%</b>	<b>8.26%</b>	<b>5.15%</b>

### Budget Timetable

The budget timetable as detailed in appendix 2, was developed with the objective of approving the 2020 budget before the turn of the year. To accommodate this, Budget Review Committee of the Whole meetings have been recommended on Thursdays throughout the last quarter of 2019. Care has been exercised in aligning meeting dates with Council and Committee meeting dates as best possible.

### **Alternatives Reviewed**

The purpose of this report is to inform Council of the 2020 initiatives and service delivery environment to support operating budget development for 2020. Staff has provided Council with information known at this time which will continue to be developed, analyzed, and prioritized, to be delivered to Budget Review Committee to facilitate decision making in accordance with the proposed budget timetable.

### **Relationship to Council Strategic Priorities**

The 2020 Budget will provide the financial framework to achieve Council's Strategic Priorities.

### **Other Pertinent Reports**

PW 4-2019	Water and Wastewater Financial Plan for O.Reg. 453/07
CSD 41-2019	Budget Planning Policy Review

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**Prepared by:**

Helen Chamberlain, CPA, CA  
Director/Deputy Treasurer  
Financial Management and Planning  
Enterprise Resource Management  
Services

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**Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner/Treasurer  
Enterprise Resource Management  
Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Tyler Potts, Senior Budget Analyst, and reviewed by Margaret Murphy, Associate Director Budget Planning and Strategy.*

**Appendices**

Appendix 1	Municipal Price Index
Appendix 2	2020 Budget Schedule
Appendix 3	2020 Levy Budget Pressures - Expenses
Appendix 4	2020 Levy Budget Pressures - Revenues



## Appendix 1 – Municipal Price Index

### 2020 Niagara Municipal Price Index

Expenditure Category	Category Increase	Levy Department Weighting	Agencies, Boards, and Commissions Weighting	Water and Wastewater Weighting	Waste Management Weighting
Compensation	3.3%	47.5%	72.1%	29.6%	7.3%
Professional and Contractual Services	2.0%	8.2%	2.1%	13.4%	81.4%
Telecommunications	2.4%	0.3%	0.5%	0.7%	0.1%
Materials and Commodities	2.1%	2.1%	1.0%	5.2%	1.2%
Asset Maintenance and Rental	2.1%	1.3%	4.5%	7.7%	1.7%
Fuel, Oil, and Natural Gas	1.8%	0.6%	1.3%	0.8%	0.5%
Electricity and Water	1.9%	1.0%	1.7%	13.7%	1.3%
Equipment, Vehicle, and Technology	2.0%	1.3%	0.2%	8.4%	1.8%
Housing, Childcare, Other Benefits	2.0%	32.9%	14.2%	0.0%	0.0%
Rebates and Grants	2.1%	4.5%	2.5%	20.4%	0.7%
Other	2.1%	0.2%	0.0%	0.1%	4.2%
<b>Total</b>		<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Municipal Price Index</b>		<b>2.7%</b>	<b>3.0%</b>	<b>2.4%</b>	<b>2.1%</b>
<b>Core Consumer Price Index Target*</b>		<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>
<b>Difference (percentage points)</b>		<b>0.7%</b>	<b>1.0%</b>	<b>0.4%</b>	<b>0.1%</b>

\*in use in the current guidance policy

# Municipal Price Index Inflation Factor Sources

<b>Expenditure Category</b>	<b>Inflation Factor</b>	<b>Geographical Area</b>	<b>Source/Publisher</b>
<b>Compensation</b>	Average Weekly Wages, Public Administration	Canada	Conference Board of Canada (CBOC)
<b>Professional and Contractual Services</b>	Consumption Deflator, Services, Insurance, financial and legal services	Canada	CBOC
<b>Telecommunications</b>	Consumption Deflator, Services, Communication, Recreation and culture services	Canada	CBOC
<b>Materials and Commodities</b>	Consumer Price Index	St. Catharines-Niagara	CBOC
<b>Asset Maintenance and Rental</b>	Consumer Price Index	St. Catharines-Niagara	CBOC
<b>Fuel, Oil, and Natural Gas</b>	Consumption Expenditures, Non-durable goods, Motor fuels and lubricants	Canada	CBOC
<b>Electricity and Water</b>	Electricity Power Price Index	Canada	CBOC
<b>Equipment, Vehicle, and Technology</b>	Consumption Deflator, Durable Goods, Vehicles and parts	Canada	CBOC
<b>Housing, Childcare, Other Benefits</b>	Consumption Expenditures, Services, Education, health and other personal services	Canada	CBOC
<b>Rebates and Grants</b>	Consumer Price Index	St. Catharines-Niagara	CBOC
<b>Other</b>	Consumer Price Index	St. Catharines-Niagara	CBOC

## Appendix 2 – 2020 Budget Schedule

<b>Date</b>	<b>Meeting Type</b>	<b>Subject/Topic</b>
Thurs Oct 3, 4 p.m.	Workshop	Capital for information and education
Thurs Oct 10, 6:30 p.m.	BRCOTW	Capital
Thurs Oct 31, 4 p.m.	Workshop	Rates for information and education
Thurs Nov 7, 6:30 p.m.	BRCOTW	Rates
Thurs Nov 14, 4 p.m.	Workshop	Council Authority over ABCs
Thurs Nov 14, 6:30 p.m.	Council	Rate By-laws
Thurs Nov 21, 9 a.m.*	Workshop	Levy for information and education
Thurs Nov 21, 6:30 p.m.*	BRCOTW	ABCs
Thurs Nov 28, 9 a.m.	Workshop	Levy for information and education (if required)
Thurs Dec 5, 6:30 p.m.	BRCOTW	Levy
Thurs Dec 12, 6:30 p.m.	Council	Levy, Capital, User Fee By-laws

\*all dates align with Council and Committee meeting weeks but for November 21<sup>st</sup>.

### Appendix 3 – 2020 Levy Budget Pressures - Expenses

Expense related pressures – considered in the MPI

<b>Budget Pressures</b>	<b>2020 (\$ million)</b>	<b>Tax Impact %</b>
Development charge grants	5.00	1.37%
Healthcare spending	0.22	0.06%
Long-term Care summer staffing	0.36	0.10%
EMS WSIB presumptive legislation	0.50	0.14%
EMS overtime increase	0.20	0.05%
Other items less than \$100 thousand	0.11	0.03%
<b>Total of 2019 Expense Pressures affecting 2020</b>	<b>6.39</b>	<b>1.75%</b>
Base compensation increases (includes ABCs)	8.42	2.30%
Additional working day (includes ABCs)	1.06	0.29%
Homelessness shelter contracts	0.80	0.22%
Employee Engagement Survey	0.15	0.04%
Road crack sealing	0.25	0.07%
Emerald ash borer tree removal	0.50	0.14%
Impacts of Bill 108	TBD	TBD
Other items less than \$100 thousand	0.38	0.10%
<b>Total of 2020 Expense Pressures</b>	<b>11.56</b>	<b>3.16%</b>
<b>Total Expense Pressures</b>	<b>17.95</b>	<b>4.91%</b>

#### Appendix 4 – 2020 Levy Budget Pressures - Revenues

Revenue related pressures – not considered in the MPI

<b>Budget Pressures</b>	<b>2020 (\$ million)</b>	<b>Tax Impact %</b>
Provincial funding cap for Ontario Works cost of administration*	\$0.60	0.16%
Long-term Care Case Mix Index results	0.26	0.07%
Long-term Care Structural Compliance Program funding*	0.16	0.04%
Long-term Care Resident Co-payment increase*	(0.14)	-0.04%
External signal maintenance revenue pressure	0.50	0.14%
<b>Total of 2019 Revenue Pressures affecting 2020</b>	<b>1.38</b>	<b>0.38%</b>
Long-term Care Case Mix Index results	0.36	0.10%
Long-term Care Structural Compliance Program funding*	0.23	0.06%
Long-term Care Resident Co-payment increase*	(0.14)	-0.04%
Changes to the Public Health Provincial/Municipal cost-sharing formula*	0.94	0.26%
EMS Land Ambulance Provincial funding freeze*	1.68	0.46%
Niagara Regional Housing funding reductions	TBD	TBD
SAEO Employment Contract changes	TBD	TBD
SAEO Reductions to direct client benefits	TBD	TBD
<b>Total of 2020 Revenue Pressures</b>	<b>3.05</b>	<b>0.83%</b>
<b>Total Revenue Pressures</b>	<b>\$4.43</b>	<b>1.21%</b>

\*pressures related to provincial funding announcements total \$3.3 million, and are provided further detail in appendix 1 of CSD 49-2019





August 16, 2019

To whom it may concern:

As you know, on June 6, 2019, our government passed the *More Homes, More Choice Act, 2019*, which updated the *Conservation Authorities Act*. We made these legislative changes to improve public transparency, consistency, and accountability in conservation authority operations. These changes will give greater control to individual municipalities on conservation authority programs and budgets. These changes will also require conservation authorities to re-focus their efforts on the delivery of programs and services related to their core mandate, such as those related to:

- Risk of natural hazards;
- Conservation and management of CA owned or controlled lands;
- Drinking water source protection;
- Protection of the Lake Simcoe watershed;
- Other programs or services, as prescribed by regulation.

Furthermore, over the coming months, I will be reviewing all of the relevant legislation and regulations that govern Ontario's conservation authorities to explore even more opportunities to re-focus their efforts and to ensure they are best serving the interests of the people of Ontario.

In the meantime, I request that you review and consider your own conservation authority's activities and begin preparations and planning to wind down those activities that fall outside the scope of your core mandate. I also encourage you to refrain from developing new policies that are not aligned with your mandate or with provincial policies. Finally, I ask that while we are undergoing this review and updating the legislation and regulations that you do not proceed with any increases to your fees or levies.

I appreciate the work of conservation authorities and the feedback that was provided on the legislative changes. I look forward to receiving further input and recommendations as we move forward with upcoming regulatory and policy proposals.

Sincerely,

Jeff Yurek  
Minister of the Environment, Conservation and Parks



Sent via E-mail: [minister.mecp@ontario.ca](mailto:minister.mecp@ontario.ca)

August 21, 2019

The Honourable Jeff Yurek  
Minister of Environment, Conservation and Parks  
777 Bay Street, 5<sup>th</sup> Floor  
Toronto, ON M7A 2J3

Honourable Minister:

The Niagara Peninsula Conservation Authority (NPCA) is in receipt of your letter dated August 16, 2019 regarding the mandate of conservation authorities.

It is important to state that NPCA has been fully involved in the Province's review of The Conservation Authorities Act leading up to the Royal Assent of Bill 108.

We have supported the Province's vision regarding our mandate as defined by Bill 108 - natural hazards (flooding), conservation lands and drinking source water protection. We continue to work with Conservation Ontario, our municipalities and the Province to ensure that our communities are safeguarded from flooding, have clean drinking water and have conservation lands that are protected and maintained.

However, we are concerned with the reference that conservation authorities should start to "wind down" programs if they are not mandated, for the following reasons:

1. The Province was to provide further information on mandated programs, through regulations, which were to be circulated for consultation. Without this, we do not know the details of specific programs that are mandated versus non-mandated.
2. Bill 108 allows all conservation authorities to establish MOUs with our municipalities and partners for non-mandated programs. We are just embarking on our 2020 budget discussions which will include the opportunity to discuss MOUs.
3. As our Board of Directors is awaiting further information from the Province, we have not had the opportunity to discuss the specifics of mandated versus non-mandated programs with our Board of Directors, who consist of both elected and citizen appointees representing watershed municipal and community interests.
4. As the Province now contributes around 8% (number to be confirmed by noon tomorrow) of our total budget, we believe that our participating municipalities and Board should have, at minimum, the next several months to determine which programs should be considered through our 2020 budget discussions. We understood that a transition period was part of the ongoing review of mandated versus non-mandated programs.

Minister, we look forward to our ongoing dialogue and consultation with the Province, our municipalities and all of our partners as we craft an important mandate and vision for the future of conservation authorities.

Sincerely,

**Original Signed by**

Dave Bylsma, Chair  
Niagara Peninsula Conservation Authority

Copy:  
NPCA Board of Directors  
Watershed MPP's  
Watershed Regional Chair and Mayors  
Watershed Clerks and CAOs  
Kim Gavine, General Manager, Conservation Ontario



Vibrant · Creative · Caring

**RECEIVED** *LB*  
DATE: AUG 19 '19 PM 3:23  
To: ☒ CHAIR, NPCA  
☐ CAO OFFICE ☐ CORP. SERVICES  
☒ WATERSHED ☐ OPERATIONS

*Copy - Sept BoD - Con*

August 16, 2019

Niagara Peninsula Conservation Authority  
250 Thorold Road West  
3<sup>rd</sup> Floor  
Welland, Ontario  
L3C 3W2

Attention: Dave Bylsma, Chair Niagara Peninsula Conservation Authority

Dear Sirs:

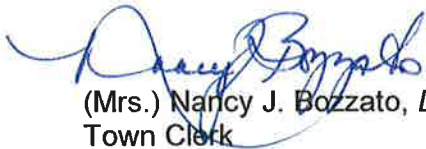
**NPCA Letter to Ministry of Natural Resources and Forestry re Designation of Wetlands within the Thundering Waters Properties**

At their regular meeting of August 12<sup>th</sup>, 2019, Council of the Town of Pelham received your correspondence and endorsed the following:

**BE IT RESOLVED THAT Council receive correspondence from the Niagara Peninsula Conservation Authority dated July 17<sup>th</sup>, 2019 regarding the current designation of the Provincially Significant Wetlands within the Thundering Waters properties, for information.**

On behalf of Council, thank you for your correspondence.

Yours very truly,

  
(Mrs.) Nancy J. Bozzato, Dipl.M.M., AMCT  
Town Clerk

/hw

From the Clerk's Department



**Administrative  
Services**

# Mining and Lands Tribunal

## Tribunal des Mines et des Terres



**ISSUE DATE:** August 19, 2019

**CASE NO.:** CA 012-15

**PROCEEDING COMMENCED UNDER** section 27.1(1) of the *Conservation Authorities Act*, R.S.O. 1990, c. C. 27, as amended

Appellant:	City of Hamilton
Respondent:	Niagara Peninsula Conservation Authority
Subject:	Appeal against the 2016 General Levy Assessment of the Niagara Peninsula Conservation Authority
Property Address/Description:	N/A
Municipalities:	City of Hamilton
MLT Case No.:	CA 012-15
MLT Case Name:	Hamilton v. Niagara Peninsula Conservation Authority

**Heard:** In writing

### **APPEARANCES:**

#### **Parties**

City of Hamilton

Niagara Peninsula  
Conservation Authority

#### **Counsel**

Byrdena MacNeil

Paul DeMelo

**DECISION OF THE TRIBUNAL DELIVERED BY D. STEPHEN JOVANOVIC**



## **REASONS**

### **Background**

[1] The City of Hamilton (“Appellant”) filed an appeal with the Office of the Mining and Lands Commissioner, (now the Mining and Lands Tribunal) (“Tribunal”) on December 14, 2015.

[2] A consent to dismiss this appeal without costs, dated June 3, 2019, was executed and filed by Byrdena MacNeil, counsel for the Appellant.

[3] A consent to dismiss this appeal without costs, dated August 14, 2019, was executed and filed by Paul DeMelo, counsel for the Respondent.

### **DECISION**

[4] The Tribunal directs that this appeal be dismissed.

[5] The Tribunal further directs that no costs shall be payable by either party to this appeal.

*“D. Stephen Jovanovic”*

D. STEPHEN JOVANOVIC  
ASSOCIATE CHAIR

If there is an attachment referred to in this document,  
please visit [www.elto.gov.on.ca](http://www.elto.gov.on.ca) to view the attachment in PDF format.

### **Mining and Lands Tribunal**

A constituent tribunal of Tribunals Ontario - Environment and Land Division  
Website: [www.elto.gov.on.ca](http://www.elto.gov.on.ca) Telephone: 416-212-6349 Toll Free: 1-866-448-2248

# Mining and Lands Tribunal

## Tribunal des Mines et des Terres



**ISSUE DATE:** August 19, 2019

**CASE NO.:** CA 005-17

**PROCEEDING COMMENCED UNDER** section 27.1(1) of the *Conservation Authorities Act*, R.S.O. 1990, c. C. 27, as amended

Appellant:	City of Hamilton
Respondent:	Niagara Peninsula Conservation Authority
Subject:	Appeal against the 2018 General Levy Assessment of the Niagara Peninsula Conservation Authority
Property Address/Description:	N/A
Municipalities:	City of Hamilton
MLT Case No.:	CA 005-17
MLT Case Name:	Hamilton v. Niagara Peninsula Conservation Authority

**Heard:** In writing

### **APPEARANCES:**

#### **Parties**

City of Hamilton  
  
Niagara Peninsula  
Conservation Authority

#### **Counsel**

Byrdena MacNeil  
  
Paul DeMelo

**DECISION OF THE TRIBUNAL DELIVERED BY D. STEPHEN JOVANOVIĆ**

## **REASONS**

### **Background**

[1] The City of Hamilton (“Appellant”) filed an appeal with the Office of the Mining and Lands Commissioner (now the Mining and Lands Tribunal) (“Tribunal”) on November 28, 2017.

[2] A consent to dismiss this appeal without costs, dated June 3, 2019, was executed and filed by Byrdena MacNeil, counsel for the Appellant.

[3] A consent to dismiss this appeal without costs, dated August 14, 2019, was executed and filed by Paul DeMelo, counsel for the Respondent.

### **DECISION**

[4] The Tribunal directs that this appeal be dismissed.

[5] The Tribunal further directs that no costs shall be payable by either party to this appeal.

*“D. Stephen Jovanovic”*

D. STEPHEN JOVANOVIC  
ASSOCIATE CHAIR

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### **Mining and Lands Tribunal**

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# Mining and Lands Tribunal

## Tribunal des Mines et des Terres



**ISSUE DATE:** August 19, 2019

**CASE NO.:** CA 002-19

**PROCEEDING COMMENCED UNDER** section 27.1(1) of the *Conservation Authorities Act*, R.S.O. 1990, c. C. 27, as amended

Appellant:	City of Hamilton
Respondent:	Niagara Peninsula Conservation Authority
Subject:	Appeal against the 2019 General Levy Assessment of the Niagara Peninsula Conservation Authority
Property Address/Description:	N/A
Municipalities:	City of Hamilton
MLT Case No.:	CA 002-19
MLT Case Name:	Hamilton v. Niagara Peninsula Conservation Authority

**Heard:** In writing

### **APPEARANCES:**

#### **Parties**

City of Hamilton

Niagara Peninsula  
Conservation Authority

#### **Counsel**

Byrdena MacNeil

Paul DeMelo

**DECISION OF THE TRIBUNAL DELIVERED BY D. STEPHEN JOVANOVIĆ**

## **REASONS**

### **Background**

[1] The City of Hamilton (“Appellant”) filed an appeal with the Mining and Lands Tribunal (“Tribunal”) on January 22, 2019.

[2] A consent to dismiss this appeal without costs, dated June 3, 2019, was executed and filed by Byrdena MacNeil, counsel for the Appellant.

[3] A consent to dismiss this appeal without costs, dated August 14, 2019, was executed and filed by Paul DeMelo, counsel for the Respondent.

### **DECISION**

[4] The Tribunal directs that this appeal be dismissed.

[5] The Tribunal further directs that no costs shall be payable by either party to this appeal.

*“D. Stephen Jovanovic”*

D. STEPHEN JOVANOVIĆ  
ASSOCIATE CHAIR

If there is an attachment referred to in this document,  
please visit [www.elto.gov.on.ca](http://www.elto.gov.on.ca) to view the attachment in PDF format.

### **Mining and Lands Tribunal**

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Newsletter, August 22/23, 2019

The Ontario Headwaters Institute is pleased to release **High Consensus: Deep Concerns**, a report of a survey on sustainable planning from the WaterScape project.

The report shares survey results, observations about the dueling perspectives of the environmental stewardship community and the provincial government, and offers recommendations to bridge the gap between those perspectives.

Its conclusion urges the environmental stewardship community and the Government of Ontario to address the chasm of mistrust that exists between them.

We offer a short summary below. The full report can be found at <http://ontarioheadwaters.ca/wp-content/uploads/2019/08/WaterScape-Report-on-Sustainable-Planning-Survey-August-2019.pdf>.

The key results from the survey demonstrate that Ontario's environmental stewardship community has:

- Ø **High consensus** on key aspects of sustainable planning on a range of complex issues, from aggregates and agriculture through biodiversity and climate change to land use planning and watershed management; and,
- Ø **Deep concerns** about the provincial government's cutbacks of environmental programs, its lack of meaningful engagement with civil society, and does not trust the government on pledges such as to protect the Greenbelt.

Observations about dueling perspectives describe:

- Ø An environmental stewardship community focused on sustainable planning, robust environmental protection, meaningful consultation, and transitioning Ontario to a 21<sup>st</sup> century economy; and,
- Ø An Ontario government that sees environmental protection as red tape, seems to favour a business-as-usual economic approach, and has significantly curtailed public consultation on numerous initiatives.

The report suggests two recommendations for each for the environmental stewardship community and the Ontario government:

- Ø That the former continue to champion sustainable planning and seek more resources to do so; and,
- Ø That the government adhere to the trust and transparency principle in its draft environmental plan, which should also be amended to address sustainable planning and practices across all ministries.

The report's conclusion urges the environmental stewardship community and the Government of Ontario to address the chasm of mistrust that exists between them and build bridges and states that the OHI will work for the creation of Summit for a Sustainable Ontario.

Talk with you downstream,

**Andrew McCammon**

Executive Director

416 231 9484

The information contained in this communication, including any attachment(s), may be confidential, is intended only for the use of the recipient(s) named above. If the reader of this message is not the intended recipient, you are hereby notified that any disclosure of this communication, or any of its contents, is prohibited. If you have received this communication in error, please notify the sender and permanently delete the original and any copy from your computer system. Thank-you. Niagara Peninsula Conservation Authority.

From: Bonnie Fox  
Sent: Friday, August 23, 11:25 AM  
Subject: Update on CO Activities re: Flood Advisor Doug McNeil -

To: CAOs

Wayne Emmerson and I met with Ontario's Flood Advisor, Doug McNeil on August 1, 2019 in a meeting organized by MNRF staff. The material attached is the information that has been shared by CO with the Flood Advisor to date including the briefing note and material brought to the August 1 meeting as well as a follow-up email with letter and material.

We were scheduled for half an hour but the discussion went a full hour due to the number of questions from Doug. He is definitely engaged with as much, if not more, interest in the technical/operational aspects as the political/governance aspects of flood management. From the briefing note (attached) we covered the importance of watershed approach and roles CAs play, CA flood messaging, floodplain mapping, and the need for provincial policy and technical guidelines for flood management in times of changing climate. There were a lot of questions from Doug so the topics weren't covered in a sequential manner. A few highlights:

- With regard to floodplain mapping, he agreed that it's a critical piece and asked specifically if we had more information on this topic and a few others (see follow-up email attached).
- I made a point of continually emphasizing the importance of the watershed boundary for managing water quantity and at a scale where it's relevant to decision-making for flood management and local municipalities. Doug seemed to accept this and the references to the importance of natural cover and green infrastructure.
- We also had a brief discussion during the meeting about climate change and the role of CAs and how they get funding. I indicated that its primarily special project funding and some climate risk assessments have been funded through federal, provincial and municipal pots of funding and some likely even from foundations. He suggested that we had a role in climate science transfer and I indicated we do our best and CO sits on the Board of the Ontario Climate Consortium but we still needed provincial leadership on technical guidelines to implement effective natural hazard policies and regulations (touched on need to examine our flood hazard standards).

We ended the meeting indicating that we value the partnership with the province and that CAs have expertise to offer with regard to any questions on the details of implementing the programs and could even provide watershed tours if that was desirable (SIDENOTE: it was noted that he has only two months to prepare a report).

Please feel free to contact me with any questions/concerns and it would be helpful if you could share with me any updates you may have with regard to the Flood Advisor.

All the best,

Bonnie Fox, CAE  
Manager, Policy and Planning  
Conservation Ontario  
120 Bayview Parkway  
Newmarket, Ontario  
L3Y 3W3  
Tel: 905-895-0716 ext.223  
Fax: 905-895-0751  
email: [bfox@conservationontario.ca](mailto:bfox@conservationontario.ca)  
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Protecting the Natural  
Environment from  
Lake to Escarpment

August 28, 2019

The Honourable Doug Ford, Premier of Ontario  
Legislative Building Queen's Park, Toronto, ON M7A 1A1  
Tel 416-325-1941  
[premier@ontario.ca](mailto:premier@ontario.ca)

The Honourable Jeff Yurek, Minister of the Environment, Conservation and Parks  
Ministry of the Environment, Conservation and Parks  
5th Floor, 777 Bay St., Toronto, ON M7A 2J3  
Tel 416-314-6790  
[jeff.yurek@pc.ola.org](mailto:jeff.yurek@pc.ola.org)

Dear Premier Ford and Minister Yurek,

We are writing in response to your letter dated August 16, 2019 that was sent to all Conservation Authorities and their member municipalities.

We look forward to engaging with you when you start your promised consultations for creating the definitions and regulations required to move forward with your agenda to define what is included in the core mandate of the Conservation Authorities.

To assist with such promised consultations, we are providing the attached discussion paper for your consideration, as well as Conservation Halton's 2018 Annual Report (Appendix A).

We believe Conservation Halton is efficient, transparent and accountable. Specifically:

- **Conservation Halton's programs and services are within their mandate as defined by the CA Act. There are no programs that divert focus from helping municipalities grow and manage risks associated with flooding hazards.**
- **The Board of Directors of Conservation Halton is made up of 70% elected officials, including three mayors. The Board approves all business plans and budgets. Furthermore, Conservation Halton engages in detailed discussions with municipalities before the budget is presented to Regional Council.**
- **Conservation Halton uses zero tax dollars to manage and operate Conservation Areas and generates a surplus which offsets significant costs (about \$2.5mil in 2018) that**

*Member of Conservation Ontario*

would otherwise be funded through Municipal tax levies. Municipalities have no desire to take over these responsibilities.

- Conservation Halton employs approximately 800 seasonal workers, mostly youth, and supports local businesses and tourism. These 800 jobs are at risk with the apparent direction of the Province. Furthermore, CH attracts 1.2mil visitors annually – that would be 1.2 million disappointments should CH lose its ability to manage these cherished assets.
- Conservation Halton has already committed to service delivery improvements. Planning and permitting services are delivered without mission creep, within the scope of the CA Act and Municipal MOUs. Turnaround times are adhered to and reported on with complete transparency.

We hope you find this letter and the discussion paper helpful as you map out a meaningful consultation process. We strongly recommend engaging in pre-consultations with Conservation Halton and other CAs to ensure we are working together to define the governing regulations and to continue our long-standing partnership.

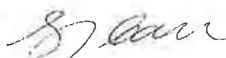
Regards,

Gerry Smallegange



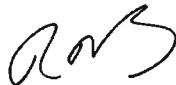
Chair, Conservation Halton Board of Directors

Gary Carr



Halton Regional Chair

Mayor Rob Burton, BA, MS



Town of Oakville

Mayor Marianne Meed Ward



City of Burlington

Mayor Gordon Krantz



Town of Milton

Mayor Rick Bonnette



Town of Halton Hills



## **DISCUSSION PAPER**

Conservation Halton, along with other CAs, have been anticipating provincial consultations for the development of regulations that will define these mandatory programs and services and what specifically is captured under them. As of today's date, Conservation Halton does not know the details of specific programs and services that are mandated. For example, will water quantity monitoring to support flood forecasting and floodplain mapping to support hazard regulations be considered part of the mandatory programs and services? Will tree planting and stewardship initiatives in our watersheds that slow down flood waters be considered part of the mandatory programs and services? Will broader environmental monitoring be considered part of mandatory programs or will the Province assume the responsibility and costs of undertaking monitoring in an efficient and responsive manner?

### **Responsible Finances and Efficiencies**

At Conservation Halton, we made a commitment three years ago to develop a sustainable, long-term financial strategy. As a result, our operating budgets have been at or below the rate of inflation over the past two years. Our capital expenditures were restructured to ensure a disciplined approach to capital allocation towards maintaining our four dams, flood conveyance channels and other structures in a state of good repair. Those funding reserves have been established with support and guidance from Halton Region.

Additionally, we use **no tax dollars** to fund our conservation area operations or capital investments, and the returns we generate at our conservation areas help offset tax supported program costs. We now have one of the lowest proportion of tax revenues in Ontario, with municipal taxes funding 34% of our annual budget, while generating 59% through our own conservation area operations. Provincial revenues will make up a meagre 1.35% of our annual operating budget for the upcoming year.

By taking away the ability for CAs, and specifically Conservation Halton to develop financial partnerships with municipalities and develop revenue-generating programs, not only will you decrease the employment opportunity for youth in the region and increase the tax payers' bill for core programs but you will also limit, if not eliminate, our capacity to invest in these conservation areas to make them more accessible for a rapidly growing population.

Conservation Halton provides a large variety of benefits (all self-funded) to the Halton community; the most notable one is that we support youth employment through our 800 seasonal employees, most of which fall within the 'youth' segment, in the Region and provide \$4.3mil in seasonal wages. In 2018, our recreation programs exceeded our revenue generation targets with 7.7% growth.

We will continue to work with our member municipalities to finalize our 2020 budget and the scope of the activities that are included therein. We would appreciate the Province confirming its continuing financial support for the Source Protection program until such time as the transition period is completed to avoid any in-year budget adjustments. We have already had to contend with the mid-year loss of \$145,277 of Section 39 transfer payment from the Province for one of our mandatory programs – hazards management.

### **Transparency and Accountability**

We are very proud of how Conservation Halton works with our municipalities to align our work with their needs and meet the targets that are set out. Equally important is our commitment to accountability and transparency, not just in terms of program costs but in terms of service delivery standards that are clear

and quantifiable. We lead every budget cycle request with a review of how we performed the previous year and who benefited from our programs.

Furthermore, we clearly lay out how our programs are funded:

- By municipalities as part of our regulatory responsibilities,
- By municipalities through municipal MOUs and other sources such as grants, e.g. plan review, education, stewardship, environmental monitoring. MOUs with Halton area municipalities were renewed earlier this year after a two-year review, and
- Non tax supported core programs that are entirely self-funded, e.g. recreation events, operations and capital.

We therefore do not abuse our power to levy but instead work with our municipalities to ensure our performance warrants tax levy funding and that our priorities are aligned. Our latest Annual Report clearly details our performance. If desired, our detailed business plans for every program and service can be shared as well.

### **Focus on Core Mandate**

Conservation Halton is focused on our core programs and more importantly, on ensuring that the cost, time required, and scope of those programs are aligned with regulations, where applicable. For instance, we publish turnaround times for all our permits. As of the beginning of 2019, we issued 97% of our minor permits within the prescribed 30 days (provincial target is 80%). We have quarterly meetings with BILD and local agriculture groups to discuss process improvements and find solutions where needed.

As per our strategic plan, here are a few examples from the year that show how our efforts are focused in the right areas while adding value for residents, businesses, municipalities and other stakeholders.

- **Public Safety:** Our watershed monitoring network has expanded from 16 hydrometric stations to 35 digitally connected stations using Internet of Things (IOT) devices to collect, analyze and deliver insights from our data to predict weather impacts on riverine conditions and inform the public and our partners through accurate, timely flood status updates and warnings. Our goal is to improve our accuracy and lead time for storm events. We also launched a comprehensive update of our floodplain mapping to identify areas susceptible to flooding and help reduce flood risk in our communities through proactive planning and restoration.
- **Development Permits and Planning:** We've continued to work hard in delivering timely, predictable, cost-effective services across all our products and services. Through ongoing engagement with developers, process re-engineering and a desire to re-write the narrative around customer value, we have exceeded our stretch goal of processing 95% of minor permits within 30 days and continue to work with our development review partners to improve service delivery on technical reviews and planning applications, also ensuring that we are not commenting on matters beyond our scope or changing the goal posts for customers.
- **Recreation and Management of Conservation Authority Lands:** For the second year running we welcomed over 1 million visitors to our conservation areas and launched several new programs and events, such as the Hops and Harvest Festival showcasing local breweries and food vendors. We continue to offer innovative, engaging, family-friendly experiences to our growing communities through our network of seven conservation areas. Our brand is strong,

and we are committed to leading the market when it comes to outdoor recreation, wellness and leisure within our watershed. It bears repeating that our conservation areas and all festivals (including maple syrup for instance) are 100% self-sustaining financially. We are proud of how responsibly we have monetized our assets to generate revenues while creating tremendous value and employment opportunities for our local communities.

- **Education:** We hosted over 64,000 students from local schools at our outdoor education centres, including at our newly built archaeology room in the Wolf Clan Longhouse at Crawford Lake. We partnered with other organizations on 144 occasions to help engage residents and students alike around Climate Change and other environmental events, because if we can't tell an engaging story to raise awareness, then we can't make the kind of collective impact that is necessary for our communities to remain prosperous and resilient.
- **Environmental Restoration:** For our communities to be sustainable we must balance the impacts of growth and development with improvements to green infrastructure, ensuring our water, land and air can sustain our activities today and in the future. In 2018 we monitored and analyzed data from 176 monitoring stations, engaged 11,000 residents in hands-on stewardship activities, managed close to 10,000 acres of natural lands, planted thousands of trees (over 4 million to date), carried out 43 environmental improvement projects and leveraged every \$1 invested in restoration projects by Conservation Halton to \$15.92 worth of improvements through public/private sector partnership funds.

### Next Steps

We don't want increased risk to public safety or increased liabilities to the Province, municipalities and conservation authorities due to lack of funding for critical programs and services. The current level of provincial investment in CA flood operations and the funding available to maintain aging dams is inadequate, and it is putting a strain on municipal finances. We strongly encourage the Province to undertake meaningful, focused pre-consultations with CAs prior to consulting all stakeholders around the regulations you are working on. We feel strongly that through these pre-consultations we can help the Province gain a clear understanding of what CAs do, and we can assist the Provincial Government in fulfilling its commitment to Ontarians.

We believe that the Conservation Halton Board and participating municipalities should be allowed the time to consider the full implications to their watersheds before reducing any programs or freezing fees and levies. The regulations that will outline the agreements necessary between municipalities and CAs will increase transparency on what CAs are required to do, what is discretionary and how it impacts the municipal levy. Again, we would like to focus on the development of the regulations that will provide the consistent framework for what the government wants to do.

In conclusion, the new CA Act directs our Board members (Section 14.1) to act honestly and in good faith with a view to furthering the objectives of the Authority. That is just what our Board intends to continue to do. The elected officials and citizen appointees who make up our Board of Directors allow us to work closely with each of our municipal partners to deliver a variety of locally supported programs and services valued by residents. We look forward to working with the province to define the governing regulations and to continuing our long-standing partnerships with both the Province of Ontario and our local municipalities.

# 2018

ANNUAL  
REPORT



Conservation  
**Halton**

# GUIDING PRINCIPLES

# STRATEGIC PLAN 2020

## COLLABORATION

We will build strong partnerships and create opportunities for collaboration with our customers and community members.

## INTEGRITY

We will take a proactive approach to accountability, transparency and financial responsibility and make difficult decisions with integrity.

## INNOVATION

We will seek out innovative technologies and creative solutions that will allow us to be leaders in natural resource management and environmental planning.

## SUSTAINABILITY

We will embody sustainability in everything we do, from the facilities we build to the communities we help plan, in an effort to limit our impact on the environment.







# INSIDE THE **2018 REPORT**

<b>4</b>	<b>MESSAGE FROM THE CAO</b>
<b>8</b>	<b>MESSAGE FROM THE CHAIR</b>
<b>10</b>	<b>OUR PROGRESS AT A GLANCE</b>
<b>12</b>	<b>OBJECTIVES IN DETAIL</b>
<b>24</b>	<b>FINANCIAL REPORT</b>
<b>25</b>	<b>BOARD OF DIRECTORS</b>
<b>26</b>	<b>SENIOR LEADERSHIP TEAM</b>



# MESSAGE FROM THE CAO

I am happy to report that 2018 was another year of success in our efforts to improve Conservation Halton. We are on track with the business performance and financial commitments that we made two years ago as part of Metamorphosis and we continue to deliver on our commitments to our customers, our employees and our communities.

We made a financial commitment to rework our budgets to ensure our operating expenditures were at or below the rate of inflation and over the past two years, we have been able to do just that. Our capital expenditures were restructured to ensure a disciplined approach to capital allocation towards maintaining our dams, channels and other structures in a state of good repair. Those funding reserves have been established, along with a long-term financing strategy developed in partnership with Halton Region, to ensure we can set funds aside for these critical assets, while limiting the tax impact to around 1 percent increase annually until the capital reserves are fully funded. In 2018, we completed five projects to ensure our dams and channels remain in a state of good repair.

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We exceeded our revenue generation targets with 7.7 percent growth in 2018.

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We exceeded our revenue generation targets with 7.7 percent growth in 2018. We now have one of the lowest shares of tax revenues in Ontario, with municipal taxes funding 34 percent of our annual budget and provincial tax revenues contributing 4 percent of our total annual budget. We have been able to maintain strong financial performance, while reinvesting in the organization to improve our technology, project management and employee skills.

Here are a few examples that show how our efforts are focused in the right areas and helping us add value.

- **Public Safety:** Our watershed monitoring network has expanded from 16 hydrometric stations to 35 stations, digitally connected using Internet of Things (IOT) devices to collect, analyze and deliver insights from our data to predict weather impacts on watershed conditions and inform the public and our partners through accurate, timely flood status updates and warnings. We also launched a comprehensive update of our floodplain mapping to identify areas susceptible to flooding and help reduce flood risk in our communities through proactive planning and restoration.
- **Recreation and Tourism:** For the second year, we welcomed more than 1 million visitors to our parks and launched several new programs and events. We continue to inspire memorable family-friendly experiences to our growing communities through our network of parks. Our parks brand is strong and we are committed to leading the market when it comes to outdoor recreation, wellness and leisure within our watershed.



- **Education:** We have implemented technology to create online story maps to communicate the results of our long-term environmental monitoring programs and we are aiming for more data and analysis to be available to the public, so they can make informed choices to help us adapt to climate change. We hosted more than 64,000 students at our outdoor education centres, including our new archaeology room in the Wolf Clan Longhouse at Crawford Lake. We partnered with other organizations on more than 140 occasions to help engage residents and students alike around climate change and other environmental issues, because if we can't tell an engaging story to raise awareness, then we can't make the kind of collective impact that is necessary for our communities to remain prosperous and resilient.

- **Permits and Planning:** We have continued to work hard in delivering timely, predictable, cost-effective services. Through ongoing engagement, process re-engineering and a desire to re-write the narrative around customer value, we have exceeded our goal of processing 95 percent of minor permits within 30 days and continue to work with our development review partners to improve service delivery on technical reviews of planning applications.

- **Environmental Restoration:** For our communities to be sustainable, we must balance the impacts of growth and development with green infrastructure, to ensure that our water, land and air can sustain our activities today and in the future. In 2018, we monitored and analyzed data from 176 monitoring stations, engaged 11,000 residents in stewardship activities,







managed close to 10,000 acres of natural area, planted about 100,000 trees and shrubs, carried out 43 environmental improvement projects and leveraged every \$1 invested in Conservation Halton restoration projects to \$15.92 worth of improvement through partnership funds. We are not only good at conducting the science and analysis to determine where improvements are necessary, but we take a lot of pride in acting as project managers to deliver those improvements on the ground.

The reason I am proud to lead this organization is that we have a passionate and talented team, led not only by strategy and structure but by a set of shared core values. We will continue to build on our unwavering commitment to engage with our customers and improve our products and services. We have an ambitious vision and the skills to follow it. That vision is as true today as the day we crafted it. We have had a great year and I am looking forward to a bright future for Conservation Halton.



**Hassaan Basit**

Chief Administrative Officer

# MESSAGE FROM THE **BOARD CHAIR**

As outlined in the strategic plan, Metamorphosis, this year has been one of process improvement, asset management, digital transformation and financial overhaul. The Board of Directors has worked with the Chief Administrative Officer and other leadership from Conservation Halton throughout this process and could not be more proud of the progress that has been made.

We have also seen improvements in the governance of the organization this year. Just as the strategic plan provided Conservation Halton with a clear understanding of their measures and targets, it has provided the Board of Directors with a renewed focus on their priorities, including finance, policy and risk. With a work plan, key performance indicators and dedicated strategy sessions, there has been an increased emphasis on performance, which has resulted in more effective flow of information, concise documentation and productive discussions and efficient meetings.

On behalf of the Board of Directors, I would like to thank everyone at Conservation Halton for their hard work this year. We are proud of all that Conservation Halton has accomplished in the last year and we are honoured to be part of your success.



**Gerry Smallegange**

Chair, Board of Directors















**THE STRATEGIC PLAN HAS  
FOUR MAIN THEMES:**

- Taking care of our growing communities
- Protecting our natural, cultural and scenic assets
- Preparing for the effects of climate change
- Creating opportunities to connect with nature

## HIGH LEVEL OVERVIEW

# OUR PROGRESS AT A GLANCE

Conservation Halton is reporting on nine objectives as identified by the Senior Leadership Team. Within each objective there are measures which have their progress tracked based on the 2018 Outcome and what the Target is for 2020. You will find these results on the following pages.

-  Positive upward trend
-  Positive downward trend
-  Negative upward trend
-  Negative downward trend
-  Neutral trend
-  On track
-  On track with minor issues
-  Off track

## OBJECTIVES

01 PUBLIC  
SAFETY

02 SUSTAINABILITY

03 EDUCATION &  
COMMUNICATION

04 RECREATION  
& TOURISM

05 PARTNERSHIPS





**06 PLANNING &  
DEVELOPMENT**

**07 RESOURCE  
MANAGEMENT**

**08 CUSTOMER  
SATISFACTION**

**09 DIGITAL  
TRANSFORMATION**

### **METAMORPHOSIS**

An extensive public consultation was conducted throughout the summer and fall of 2016 on the draft version of the Metamorphosis strategic plan, with stakeholder meetings, public open houses, an online survey and interaction through Conservation Halton's social media platforms. This input was helpful and is reflected in the final version of the plan. The final version of the Metamorphosis strategic plan can be viewed at [conservationhalton.ca/metamorphosis](http://conservationhalton.ca/metamorphosis).



## Why is this objective important?

We depend on floodplain mapping, flood models, dams and channels to protect our communities, coordinate emergency response and support smart, safe land use planning. This has always been an important function of Conservation Halton but, as climate change continues to impact weather patterns, it has become more important than ever.



This hydrometric station was recently installed in Bronte Creek at Lowville Park. The intake pipe in the creek transfers the water level into the stilling well pipe, where a measurement is taken. This data is then accessible in real time through the use of a cellular modem. In the past, Lowville has been a known flood damage centre, so this station will assist us in monitoring conditions there. Video surveillance through a fixed-dome camera will further enhance monitoring efforts in the coming year.

## What progress has been made?

This year, we expanded our watershed monitoring network from 16 hydrometric stations in 2016 to 35 stations in 2018. This will enable us to better predict surface water runoff response and provide more accurate messages to residents about watershed conditions. We also managed eight capital projects (\$3,732,000) to support the State of Good Repair of our dams and channels, so that we can more confidently protect the safety of our communities. Conservation Halton has also begun to update floodplain mapping for the Grindstone Creek watershed, which has not been completed since 1985. Updated mapping will identify areas that may be susceptible to flooding and reduce flood risk in our communities.

Measures	2018 Outcome	2020 Target	Trend	Status
Number of real-time hydrometric stations	35	50	↗	●
Percentage of dams and channels assessed as being in a State of Good Repair	14%	50%	↗	●
Modernized models that provide clearly defined and defensible floodplain hazard limits with information that is quickly accessible for faster decision making	0%	40%	↗	●

## Why is this objective important?

With more people building homes in our watershed, starting families in our communities and spending time in our conservation areas each year, it is important that we protect our natural areas. The only way we can do this is through social, financial and environmental sustainability.

## What progress has been made?

This year, visitor impact management was expanded to include all 110 kilometres of managed trails within the Conservation Halton Parks, with particular efforts made to improve the distinction between the trail and the forest to discourage walking off the trails at Hilton Falls. There was also a focus on financial sustainability this year. Program-based budgets and performance metrics have provided us with more insightful financial analysis and enabled us

to develop a more sustainable budget strategy. There are still challenges to overcome in responsibly funding our critical assets and other capital projects but we have made progress on these issues with our funding partners.



At Hilton Falls, trees were planted at the edge of the trails and trails were lined with logs to keep visitors on the path.

Measures	2018 Outcome	2020 Target	Trend	Status
Percentage of Conservation Halton Lands under a current Master Plan	49%	95%	↔	●
Percentage of km of trails under a visitor impact management program	100%	100%	↗	●
Limit increase in annual tax supported Municipal Levy before State of Good Repair Levy to regional budget guidelines	1.4%	3.2%	↘	●
Increase self-generated revenue by 2 to 5 percent annually	7.7%	2%–5%	↗	●



# EDUCATION & COMMUNICATION

## Why is this objective important?

It's often said that you can't save what you don't love and you can't love what you don't know. Conservation Halton has made it a priority to teach both children and adults about the importance of nature and the benefits of conservation, so that the community will support our programs and projects.



## What progress has been made?

Conservation Halton has started using a web-based platform that combines maps, images, text and other media in an interactive way that is more engaging than print media or even conventional webpages. This year, we used these story maps to communicate the results of our monitoring program and restoration projects, such as Courtcliffe Park. The parks have also expanded their use of interactive education with improvements to the Longhouses at Crawford Lake, including a new archeology room in the Wolf Clan Longhouse. This year, Conservation Halton also launched a brand new program, From the Ground Up, which teaches students about the importance of trees to the watershed and provides them with an opportunity to plant trees near their school.

Left: The new Archaeology Room in the Wolf Clan Longhouse at Crawford Lake features a number of learning stations, including a simulated excavation site and clay pot reconstruction activity, as well as a stratigraphy wall to illustrate sediment layers and a painted mural that shows the locations of the longhouses that we are aware of at Crawford Lake.

Measures	2018 Outcome	2020 Target	2018 Trend	Status
Number of people attending parks educational programming	64,453	75,000	↔	●
Number of stewardship and outreach public engagements	108	60	↗	●
Number of watershed residents who participate in conservation outreach and stewardship activities	11,662	10,660	↗	●



Children learn about the creeks, streams, lakes and ponds within our watershed, as well as the plants and animals that live in them, through games, activities and other forms of interactive education at the Halton Children's Water Festival at Kelso Conservation Area.

# OBJECTIVE 04

## RECREATION & TOURISM

### Why is this objective important?

Our parks provide opportunities to spend time outdoors, connect with nature and maintain a healthy lifestyle, as well as employment and other economic benefits to the community. It is important that we invest in the parks, so that they can be enjoyable, accessible and safe for generations to come.

### What progress has been made?

For the second year in a row, more than 1 million visitors came to Conservation Halton Parks. This year, visitors enjoyed a number of new offerings, such as a brand new Challenge Course, including an aerial ropes course and a climbing tower, which attracted more than 4,000 participants to Kelso Conservation Area. Hops and Harvest, which was our first annual festival of this kind, brought close to 8,000 people to Kelso over one weekend in October to sample beer and cider from craft breweries, enjoy seasonal eats from local food vendors and celebrate the natural and cultural heritage of the Niagara Escarpment.



Measures	2018 Outcome	2020 Target	2018 Trend	Status
Number of annual memberships to Conservation Halton Parks	9,353	10,000	↗	●
Number of visitors to Conservation Halton Parks	1,076,670	1,160,000	↗	●





Far Left: The Challenge Course at Kelso Conservation Area has provided day trippers, summer campers, festival goers and other park visitors with an opportunity to test their strength, push their limits and admire the Niagara Escarpment from an entirely new perspective.

Above: Hops and Harvest brought food, such as *arepas* from Venezuelan food truck, The Arepa Republic (pictured), and craft beer from vendors such as Orange Snail, Good Lot and Shawn & Ed, together in the beautiful, autumn setting of Kelso Conservation Area.

# PARTNERSHIPS

## Why is this objective important?

As the challenges, changes and pressures on our watershed increase, it has become increasingly important for us to work together. On our own, we are limited, but in working with our community partners, we can develop more effective projects, innovative programs and compelling research opportunities.

## What progress has been made?

Conservation Halton is on the leadership team of the Halton Climate Collective and a member of the Bay Area Climate Change Council. With many projects that contribute to climate change mitigation and adaptation, we have been an important member of these groups. There has also been an increased interest in partnership with Crawford Lake. This year, we partnered with Ojibiikaan Indigenous Cultural Network in support of the Three Sisters Garden and with Brock, Carleton and McMaster Universities on the sampling of Crawford Lake sediment. These partnerships, and others, have helped to increase our capacity and position us as a community partner.



**Halton  
Climate  
Collective**

Conservation Halton is an important member of the Halton Climate Collective, which began branding, marketing, communications and community engagement efforts this year. We were responsible for developing the visual identity.



The Three Sisters Garden, consisting of beans, squash and corn, was planted by members of the Ojibiikaan Indigenous Cultural Network, in partnership with Conservation Halton, at Crawford Lake.

Measures	2018 Outcome	2020 Target	2018 Trend	Status
Ratio of partnership dollars leveraged for every dollar invested in stewardship and restoration work by Conservation Halton	\$15.97	\$15	↗	●
Number of environmental partnership initiatives	144	140	↗	●



# PLANNING & DEVELOPMENT

## Why is this objective important?

As climate change puts an increasing amount of pressure on our infrastructure, a responsible and progressive approach to planning is needed to protect the people, properties and nature in our communities from flooding and erosion.

## What progress has been made?

Last year, Conservation Halton conducted an internal review of the planning and permit application process, with teams established for each of the municipalities within our jurisdiction to allow for better communication among agencies and applicants. As a result of the review, Conservation Halton has continued to make changes, including a reorganization of staff resources, and we are positioned to bring about major improvements to customer service. The Memorandum of Understanding for environmental reviews in Halton Region was also updated, with specific roles and responsibilities being identified in 2019 to avoid duplication of effort.



Conservation Halton regulates development adjacent to creeks, streams, rivers, wetlands and shorelines, such as this neighbourhood in North Oakville, pictured during construction.

Measures	2018 Outcome	2020 Target	2018 Trend	Status
Deliver comments on 95 percent of technical review of permit applications within six weeks	94%	95%	↗	●
Deliver comments on 95 percent of technical review of planning applications within six weeks	65%	95%	↔	●
Process 95 percent of minor permit applications within 30 days	96%	95%	↗	●

# RESOURCE MANAGEMENT

## Why is this objective important?

We depend on our natural resources and areas for environmental sustainability, community health and economic prosperity. It is our responsibility to manage these resources, through restoration projects, water protection programs and other conservation efforts, so that generations to come can enjoy the same quality of life.

## What progress has been made?

In an effort to protect the forest resources in our watershed, we planted more than 90,300 trees and 4,450 shrubs and removed more than 8,700 trees affected by emerald ash borer. Conservation

Halton also acquired 45.6 acres (18.5 ha) of land on Canyon Road, adjacent to Rattlesnake Point, which will be incorporated into the park. As of this year, 95 percent of the source drinking water source protection policies have been implemented and 84 percent of the identified drinking water threats have been addressed by Conservation Halton and partners. There was also a large group of mudpuppies, which are a salamander species, found in Sixteen Mile Creek, after having not been recorded in the creek for more than 30 years, which indicates that our restoration efforts have been effective.

Measures	2018 Outcome	2020 Target	Trend	Status
Number of hectares of protected terrestrial and aquatic area	9,515.6 ha	9,658.2 ha	↗	●
Maintain a consistent or improving trend in key water quality indicators across the watershed	<b>Chlorides</b> exceedence of provincial guidelines at 45% of stations	Exceedences at fewer than 37% of stations	↔	●
	<b>Phosphorus</b> exceedence of provincial guidelines at 64% of stations	Exceedences at fewer than 28% of stations	↘	●
Number of floodplain, wetland and watercourse restoration activities	43	21	↗	●
Number of aquatic and terrestrial stations monitored each year	176	100	↔	●



Top: Emerald Ash Borer is an invasive species of beetle (pictured) that feeds under the bark of ash trees, which does irreparable damage to the health of the tree.

Bottom: This year, more than 8,700 ash trees that had been damaged by emerald ash borer were removed to prevent the trees from being hazardous and allow for other trees to be planted in these areas.



An ecologist from Conservation Halton holds one of the many mudpuppies that were found in Sixteen Mile Creek during a fish rescue as part of a restoration project.



# CUSTOMER SATISFACTION

## Why is this objective important?

Conservation Halton provides a variety of services to a wide range of audiences, from teachers to landscapers to politicians. It is our responsibility to provide the best customer service possible, so that our programs and services can have the greatest impact in our community.

## What progress has been made?

Conservation Halton installed customer service terminals at four of our parks in order to measure the happiness of our visitors and quality of the experience at our parks. This year, there were more than 27,000 responses on the terminals and the overall happiness score was 80. Conservation Halton also conducted public consultation for the Kelso Master Plan, which included an extensive online component. The online campaign received outstanding engagement, with more than 2,700 responses to the question polls on social media. In 2019, we will implement additional customer feedback tools to ensure we are addressing specific customer pain-points.



An interpreter from Conservation Halton teaches a crowd of visitors how maple syrup is made during Maple Town at Mountsberg Conservation Area.

Measures	2018 Outcome	2020 Target	2018 Trend	Status
Reach an average customer satisfaction rate of 90 percent across all service areas	80%	90%	↗	●

# DIGITAL TRANSFORMATION

## Why is this objective important?

Data-driven decision-making is the way forward for Conservation Halton and digital transformation is how we get there. With planning and monitoring data at our fingertips, we can make more informed decisions, share more knowledge with our partners and provide more efficient customer service.

## What progress has been made?

This year, Conservation Halton launched a number of new GIS tools that allow staff to collect and input data digitally, which improves quality and analysis, and makes this data accessible from anywhere. We are also developing a platform that provides mapping and other data on regulatory limits, physical geography, ecological monitoring and source water protection for our partners and members of the public in order to increase access to information. Conservation Halton has also launched a new intranet that allows staff to access project management tools, asset management data and human resources information. An extranet is being developed for more secure storage, sharing and collaboration with our external partners.



This platform provides mapping and other data on regulatory limits, physical geography, ecological monitoring and source water protection for our partners and members of the public in order to solve important local issues.

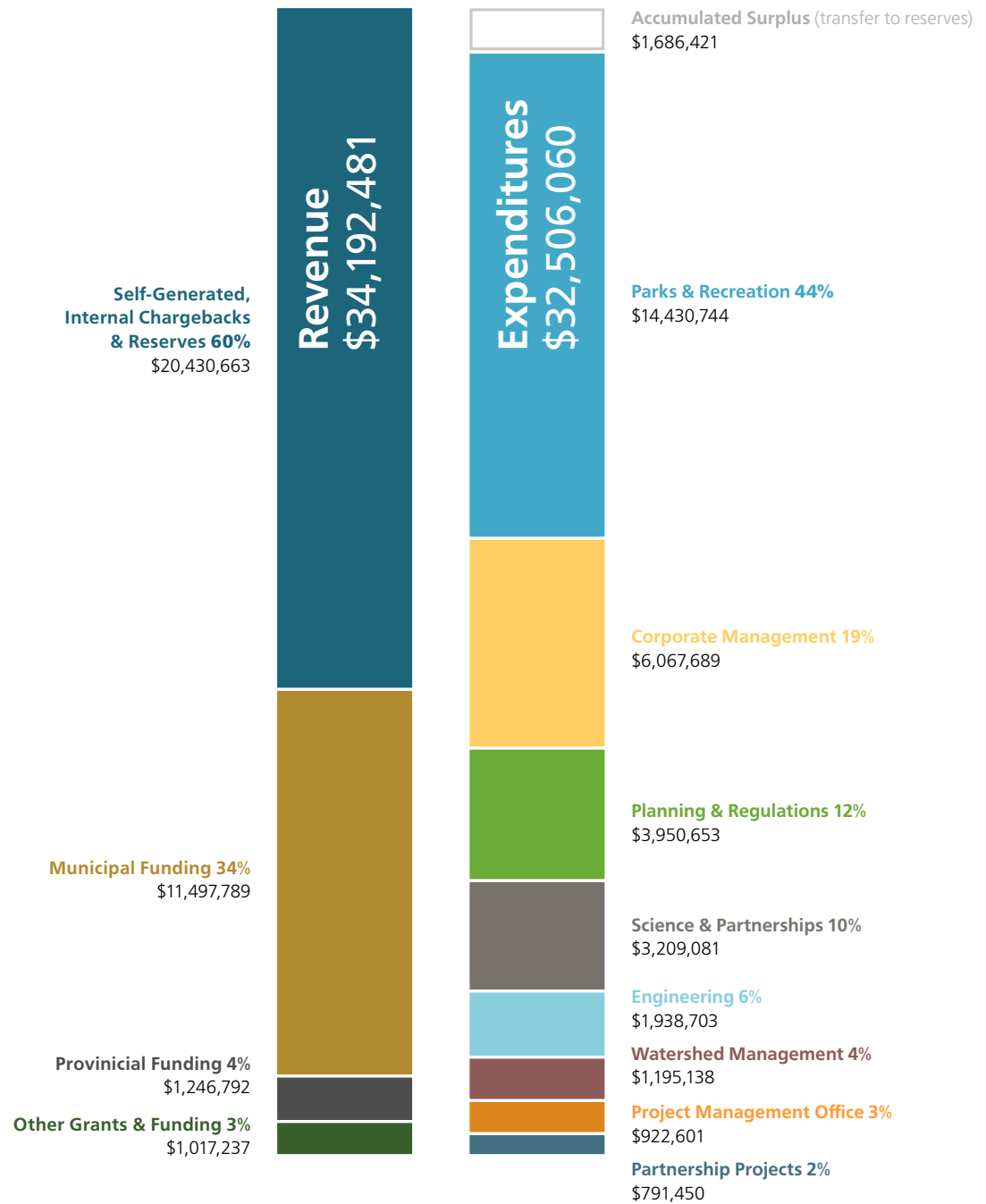
Measures	2018 Outcome	2020 Target	2018 Trend	Status
Number of online e-commerce transactions	92%	30,000	↗	●



2018

# FINANCIAL REPORT

Projected 2018 Surplus will be transferred to Reserves as approved by the Board of Directors. The financial information presented in the Annual Report has not yet been audited and is therefore subject to change.



# BOARD OF DIRECTORS

## REGIONAL MUNICIPALITY OF HALTON

### BURLINGTON

Councillor Marianne Meed Ward

Mr. Gerry Smallegange, *Chair*

Mr. Jim Sweetlove

Mr. John Vice

### HALTON HILLS

Councillor Moya Johnson, *Vice-Chair*

Councillor Bryan Lewis

### MILTON

Councillor Mike Cluett

Councillor Robert Duvall

Mayor Gordon Krantz

### OAKVILLE

Mayor Rob Burton

Councillor Cathy Duddeck

Councillor Allan Elgar

Councillor Dave Gittings

## REGIONAL MUNICIPALITY OF PEEL

### MISSISSAUGA

Councillor Sue McFadden

Mrs. Jean Williams

### CITY OF HAMILTON

Ms. Joanne Di Maio

Mr. Ed Wells

### TOWNSHIP OF PUSLINCH

Mr. Stephen Gilmour

## ORGANIZATIONAL CHART

# SENIOR LEADERSHIP TEAM



Chief Administrative Officer  
Hassaan Basit



Senior Manager,  
Human Resources  
Plezzie Ramirez



Director,  
Parks & Operations  
Gene Matthews



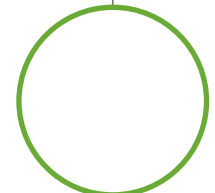
Director,  
Corporate Compliance  
Jill Ramseyer



Director, Planning  
& Watershed  
Management  
Barb Veale



Director, Foundation  
Garner Beckett



Senior Director,  
Corporate Services  
Vacant



Associate Director,  
Engineering  
Janelle Wepler



Associate Director,  
Science & Partnerships  
Kim Barrett

*The above organizational  
structure is as of April 2019*









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info@hrca.on.ca  
2596 Britannia Road West  
Burlington, Ontario L7P 0G3  
**conservationhalton.ca**

Printed April 2019





August 30, 2019

Carolyn O'Neill  
Great Lakes Office  
Ministry of the Environment, Conservation & Parks  
40 St. Clair Avenue West, Floor 10  
Toronto, ON  
[glo@ontario.ca](mailto:glo@ontario.ca)

Great Lakes National Program Office  
Environment and Climate Change Canada  
4905 Dufferin Street  
Toronto, ON  
[ec.grandslacs-greatlakes.ec@canada.ca](mailto:ec.grandslacs-greatlakes.ec@canada.ca)

Dear Representative of Ontario, Carolyn O'Neill and Representative of Canada,

**Re: Conservation Ontario's Comments on the Proposed new Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health (ERO# 019-0198)**

Thank you for the opportunity to comment on the proposed new Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health. Conservation Ontario (CO) is the network of 36 Conservation Authorities (CAs), local watershed management agencies that deliver programs and services that protect and manage land and water in partnership with others to 90% of Ontario's population. Of the 36 CAs, 35 drain into the Great Lakes and St. Lawrence River Basins (one drains into Hudson Bay) and 26 of these CAs include Great Lakes and/or St. Lawrence River Shoreline as part of their jurisdiction. The activities and flood and erosion events in these watersheds and shorelines have direct impact on Great Lakes water quality and affect a significant source of drinking water for Ontarians.

CO coordinates watershed level input to Great Lakes and St. Lawrence River Basin issues through establishment of review teams of CA technical experts and/or endorsing representatives to participate in bi-national and domestic Great Lakes committees and initiatives (e.g. Great Lakes Executive Committee; Great Lakes Water Quality Agreement Annexes including: Lakewide Action Management Plans, Nutrients, Groundwater, Climate Change and Science; Lake Partnership Management Committees). CO supports and actively participates in the COA commitment to 'engaging the Great Lakes community on a good governance basis' (p.3). As well, CAs provide an effective coordination and local delivery mechanism for federal, provincial and municipal initiatives and priorities (e.g. Climate Change Resilience to natural hazards, Remedial Action Plans, Lake Erie Action Plan, Lakewide Management, Provincial Monitoring Networks, Source Water Protection, Rural Water Quality Stewardship).

The following general and the attached specific comments (Table 1) are offered with the aim of enhancing the ability of Canada and Ontario to protect Great Lakes water quality and ecosystem health. These comments are not intended to limit your review and consideration of more detailed comments you might receive from individual CAs.

CO commends Canada and Ontario for continuing to provide leadership to protect Great Lakes water quality and ecosystem health via the priorities and commitments outlined in this agreement. As local watershed managers and with the support of funded partnership agreements, conservation authorities are well positioned to assist the federal and provincial government in implementation of many of the science and action priorities in the

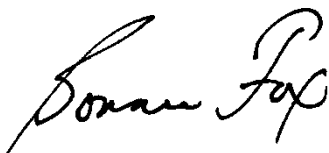
COA. It will be increasingly difficult however for CAs to motivate watershed actions without incentive funding from provincial and federal governments to generate municipal support and investments. Senior government incentive funding for watershed actions is appreciated as it helps to improve nearshore and tributary (inland) water quality and it helps to connect our local communities to the Great Lakes. The commitments to initiatives and lake-specific priority actions (as listed, for example, in Annex 6: Lakewide Management, Result 4) are appreciated.

It is agreed that significant ongoing work is required to successfully meet the targets and implementation of the Lake Erie Action Plan; including nutrient management programs/best management practices across watersheds. The commitment to work with partners to implement actions is strongly supported. As well, CO is pleased to see reference to Lake Ontario included in Annex 1: Nutrients as nutrients are an ongoing issue for many nearshore areas in Lake Ontario and an important issue to be addressed for drinking water quality.

Conservation Ontario strongly supports the commitments to maintaining provincial monitoring systems for multiple purposes in the COA and not the least of which is to support and inform Ontario's resilience to climate change. Additionally, the CAs strongly value their partnership with the Province and municipalities in their mandatory program responsibilities for natural hazards (to be defined in regulation) and delivery of the flood management program through our development permit regulations under the *Conservation Authorities Act* and their advice to the land use planning system and their coordination of associated funding applications to the Federal government. Thus, the following specific amendment is requested to **Result (2)** – "Canada will.....g) Support the Province, which is the lead jurisdiction for flooding and flood mitigation, as Ontario directs municipalities **and conservation authorities** using established legislation and technical guidance towards continued advancement in the identification of areas subject to natural hazards, and supports municipal **and conservation authority** use of flood mapping to inform statutory obligations under the *Planning Act* and *Conservation Authorities Act*." (Annex 10: Climate Change Impacts and Resilience, p.71).

Conservation Ontario appreciates the efforts of Canada and Ontario and the partnerships that have occurred to date under previous iterations of the Canada Ontario Agreement on Great Lakes Water Quality and Ecosystem Health. We look forward to further discussions with Canada and Ontario on how we can continue to work to deliver on commitments outlined in this agreement to ensure that management actions, taken in Ontario's watersheds and along our Great Lakes shorelines, deliver the best benefits for the Great Lakes. If you have any questions regarding these comments, please contact myself at 905-895-0716 ext. 223.

Sincerely,

A handwritten signature in black ink, appearing to read "Bonnie Fox", with a stylized, cursive script.

Bonnie Fox,  
Manager of Policy and Planning

c.c: All Conservation Authority CAOs/GMs

**Table 1: Conservation Ontario Specific Comments on COA Great Lakes Water Quality and Ecosystem Health**

Sections	Specific Comments
Article VI – Science	It is noted that information management is largely missing from the agreement and further that <u>coordinated</u> information management is critical to track and achieve adaptive management. The following amendment is suggested to capture the importance: “The Parties agree to conduct, maintain, focus and <u>coordinate</u> science activities, programs, <b>and information</b> in order to contribute towards the achievement of the Purpose of the Agreement.”
Annex 1: Nutrients	<p><b>Result (1) g</b> – These results are specific to Lake Erie and to avoid duplication of effort, the following amendment is suggested: “Meet <b>at least</b> annually <b>and build upon existing mechanisms (e.g. Thames Forum, 2018)</b> to assess key findings and identify priorities and opportunities for leveraging collaborative action on science and phosphorus reduction actions”. Alternatively, the Thames Forum could be referenced in Result (4) b of Annex 6.</p> <p><b>Results (1) h and (4) a</b> – in addition to ‘innovative approaches and technologies’ there needs to be an indication of support for widely effective and practical approaches and technologies (with goal of broad long-term uptake of best practices for long-term Lake improvement)</p> <p><b>Results (1) f, h, (4) b, (5) m</b>– CAs have existing resources to support these results, therefore there may not be a need to initiate development of watershed models / sub-watershed research / phosphorus management plans to support decision making but rather these existing resources should be identified, supported, and leveraged.</p> <p><b>Results (2) b and c</b> - It is noted that more monitoring needs to be undertaken to determine whether additional targets are ‘required’ or ‘appropriate’</p> <p><b>Result (5) d</b> - Suggest adding reference to non-point sources (or diffuse)... “For selected tributaries, improve understanding of how the activities of different sectors and seasonal characteristics are influencing water quality at the shores of Lakes Erie and Ontario, including point <b>and non-point</b> sources and role of sewage overflows and bypasses”</p>
Annex 2: Harmful Pollutants	<b>Annex 2 Preamble – Para 3 Line 9</b> – Suggest including reference to tributaries/river systems as sources of harmful pollutants as follows: “This Annex addresses the release of harmful pollutants from individual sources – those that are released into the sewer systems, and those that are discharged directly into the <b>tributaries and</b> lakes – and complements work, under the Wastewater and Stormwater Annex, to improve management of municipal wastewater and stormwater.”
Annex 3: Wastewater and Stormwater	<p><b>Result (1) j</b> - needs rewording for clarity—does “high uptake” in this case mean the sequestering of phosphorus through green infrastructure or the implementation of many projects? Suggested amendment: “Support studies that improve the understanding <b>of the impacts of</b> green infrastructure and low impact development <b>on phosphorus loadings.</b>”</p> <p><b>Results (2) g and h</b> - Code of Practice is currently voluntary. Many municipalities voluntarily report on road salt usage and have salt management plans, however, third party contractors generally do not, which represents a huge gap. It is suggested that third party contractors be invited to the table to discuss and encourage reporting.</p>

	<p><b>Result (2)p</b> - The issue of joint and several liability in Ontario must be discussed otherwise the goal of reducing road salt entering our waterways will be difficult to achieve. Conservation Ontario and the Ontario Good Roads Association have opened up this discussion in their road salt management guidance document (at: <a href="https://conservationontario.ca/conservation-authorities/source-water-protection/">https://conservationontario.ca/conservation-authorities/source-water-protection/</a>). Further, the <i>Occupiers Liability Act</i> must also be discussed with third party contractors for similar reasons. Suggest the following edit to (p): “Work with municipalities, conservation authorities, private sector and other partners to seek to <b>address legal liability and legislation obligation challenges</b>, promote salt application best management practices, certification and alternatives for both public and private salt applicators, including on private roads, sidewalks and parking lots”</p>
Annex 6: Lakewide Management	<p><b>Result 5</b> – Much of this work has already been done since 2004 through Ontario’s Drinking Water Source Protection program. This section should be edited accordingly to state that work already completed be leveraged and that the work continues.</p>

Sept.04, 2019.

To: The Clerk, CAO, and NPCA Board Members.

From: John Lynn, Correspondence for Sept.18, 2019.

Subject: Letter of July 24, 2019 from NPCA to MNRF  
that "current" wetland designations be maintained at  
The Riverfront ( Thundering Waters ) development site.

At the July 17, 2019 Full Authority meeting, Resolution No. FA-161-19 was passed:

"Resolution No. FA-161-19 Moved by Board Member Clark Seconded by Board Member Johnson 1. THAT a letter to the Minister of Natural Resources and Forestry copied to local area municipalities be prepared by the NPCA Board of Directors to ENDORSE the current designation of the Provincially Significant Wetlands within the Thundering Waters properties. 2. AND THAT the relevant policy revisions BE PRESENTED to the Board for discussion. CARRIED ".

The letter to the Minister was sent on July 24, 2019 and was to be copied to the local municipalities and the development proponent GR (Can) Developments Co. Ltd..

The intention of the letter to "ENDORSE the current designation" of the PSW needs a revisit.

What is needed is a specific date for the wetland designations. It may be that the NPCA planner was not provided post "adjustments" information after July 31, 2017. An audit meeting with the CAO, Planner and Clerk will be attempted before the Sept. 18, 2019 Full Authority meeting to determine that the PSW information is up to date. The CAO may need to check with MNRF.

It is important that the designations meet the intention of the Board letter and do not endorse questionable post-"adjustment" information that wasn't disclosed or is not up to date.

Please add this request (for clarification of a specific date for the PSW designations) to the Sept.18, 2019 Full Authority Meeting, as Agenda correspondence for discussion.

I believe that the designations of the PSWs prior to July 31, 2017 match the intention of the NPCA letter to MNRF and that such a specific date should be sent to the Minister for clarity.

John Lynn, i

Reply:



**From:** difruscio difruscio

**Sent on:** Monday, September 9, 2019 3:45:27 PM

**To:** Gayle Wood <gwood@npca.ca>; Irene Bradnam <ibradnam@npca.ca>; Grant Bivol <gbivol@npca.ca>

**Subject:** Monarch Butterflies

Congratulations to CAO Gayle Wood and Chairman and all the Board Members of the NPCA and staff and planting Pollinator Garden team!

C

Yesterday, Sunday, Sept. 8, 2019, was my 93rd birthday and three years starting in 2016 that the former board approved the first pollinating garden at Balls Falls on May 29, 2016 planted by yours truly and family to help the Monarch Butterfly recovery.

Many more pollinating gardens followed in Niagara Watershed including the Pen Centre.

What a difference those milkweed and tree plantings have made! There are many, many reports of monarch butterfly sightings in Niagara Peninsula Watershed!

Monarch Butterflies lead you to the sunny side of life and everyone deserves little sunshine.

Long live the Monarch Butterfly!  
Mickey Difruscio and family

**Report To: Board of Directors**

**Subject: Board Members' Access to Corporate Records**

**Report No: FA-121-19**

**Date: September 18, 2019**

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**Recommendation:**

**THAT** Report No. FA-121-19 RE: Board Members' Access to Corporate Records **BE RECEIVED** for information.

**Purpose:**

The purpose of this Report is to explain the obligations of the Niagara Peninsula Conservation Authority and outline the rights of the Board and its Members to access records held by the organization.

**Background:**

At the NPCA Board meeting of August 14, 2019, a Member announced intentions to review NPCA corporate records dealing with legal counsel. The Member indicated that there was no specific or individual record sought. Since then, a second Member has requested to participate in this examination of records.

**Discussion:**

The NPCA acknowledges the need to be open and transparent in the conduct of its affairs. As a public body, this desire for openness must however be balanced with the business needs of the institution, the privacy rights of the individuals and organizations it serves, as well as the applicable legislation.

The NPCA is a local autonomous corporate body bound by the provisions of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Willful failure to comply with the Act may result in a liability to the organization and/or fines to employees. While it is preferable to address requests for information without invoking the formal parameters of the FOI process, any records to be accessed or otherwise disclosed by the NPCA outside the normal course of business are nonetheless subject to the disclosure provisions of MFIPPA.

To that end, the Information and Privacy Commission (IPC) has been quite clear in defining the information available to Municipal Councillors by virtue of their position. By extension, these principles can be applied to the Directors of agencies, boards and commissions legislated under MFIPPA.

The long-established tenet is that Councillors (and Directors) do not have a special right of access to information in the custody and control of the institution different from that of members of the public. This position has been supported by legal precedents and is echoed throughout numerous municipalities' guides for Councillors and in training offered by the Association of Municipal Managers, Clerks and Treasurers of Ontario.

Legal counsel for the City of St. Catharines presented a comprehensive report to its Council in 2018 explaining the limitations on access to institutional records, citing legal precedents and noting the position of the IPC in these matters. The City of St. Catharines Report Number LCS-04902018 can be found at the following link:

<https://stcatharines.civicweb.net/document/56827>

With respect to the NPCA, the Board as a whole is entitled to receive and review confidential records as necessary to address matters of business before the Board and to render decisions thereon. Beyond that, the provisions of MFIPPA must apply to individual Board Members and to the Board as a whole when requesting access to confidential records. Therefore, any such release of records would entail reviewing, severing and copying documents prior to disclosure to the Board or to individual Members. Such a request for information must also be sufficiently detailed and narrow in scope in order for staff to reasonably identify and conduct a search for responsive records.

In regards to the type of information sought by the Member at the August 14 Board meeting, it would be judicious to presume that any responsive records would be subject to extensive exemptions on the basis of solicitor-client privilege, personal privacy, etc. Given the general scope of the request and the volume of documents potentially involved, provision of the requested records would be a substantial undertaking that could quite feasibly consume hundreds of hours of staff time and significant resources.

In conclusion, staff would propose that if there is any uncertainty as to the obligations of the NPCA relative to the rights of its Members in accessing the institution's records, the issue be included and addressed as a part of the planned upcoming board orientation session.

### **Financial Implications:**

Depending on the length of the examination and the nature and content of the records sought, a review and disclosure of the legal files of the NPCA would easily amount to thousands of dollars of staff time.

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

The NPCA's Administrative By-Law does not address this matter.

**Related Reports and Appendices:**

None.

**Authored by:**

Original signed by:

---

Grant Bivol,  
Interim Clerk

**Submitted by:**

Original signed by:

---

D. Gayle Wood, BES, CMMIII  
Chief Administrative Officer/Secretary-Treasurer

**Report To: Board of Directors**

**Subject: Update - Auditor General Report Recommendations**

**Report No: FA-122-19**

**Date: September 18, 2019**

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**Recommendation:**

**THAT** Report No. FA-122-19 RE: Update - Auditor General Report Recommendations, September 18, 2019 **BE RECEIVED** for information.

**Purpose:**

The purpose of this Report is to provide a monthly update to the Board of Directors regarding continued progress in responding to the Auditor General's Report and recommendations.

**Background:**

The Auditor General of Ontario attended the May 3, 2019 Board of Directors' meeting to present her findings regarding the ***Special Audit of the Niagara Peninsula Conservation Authority, September 2018***. At the May 3<sup>rd</sup> meeting staff, through Report No. FA-50-19, provided an Update regarding the NPCA's progress in responding to the Auditor General's recommendations.

The Auditor General advised the Board that she and her team will return in 2020 to complete an additional review to ensure her recommendations were addressed.

**Discussion:**

At the May 3, 2019 meeting the Board of Directors requested that a Standing Report be received at their monthly meetings to provide Board members with continuous updates in addressing the Auditor General's recommendations.

Attached to Report No. FA-122-19 is an Appendix, dated September 18, 2019 regarding NPCA's responses to the Auditor General's recommendations. The column entitled ***NPCA Response*** outlines, in red, progress made since the August 14, 2019 meeting.

Staff are working on embedding links into the document on reports approved by the NPCA in response to the Auditor General's Report.



**Financial Implications:**

The draft 2020 budget, will address any recommendations of the Auditor General requiring funding submissions, including addressing staffing gaps, required capital projects and updating floodplain mapping.

**Related Reports and Appendices:**

Appendix 1: Auditor General's Recommendations and NPCA Response – Updated September 18, 2019

**Submitted by:**

Original Signed by

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D. Gayle Wood, BES, CMMIII  
Chief Administrative Officer/Secretary-Treasurer

TABLE: Auditor General’s Recommendations and NPCA Response - Updated September 18, 2019

LEGEND:

- Ministry of Environment, Conservation and Parks (MOECP)
- Ministry of Natural Resources and Forestry (MNR)
- NPCA Board of Directors (BD)
- Board/CAO (BC)
- CAO/Municipalities (CM)
- Ministry/Conservation Ontario (MCO)
- NPCA Operations Staff (OPS)

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(MOECP) # 1	To ensure effective oversight of conservation authorities’ activities through boards of directors, we recommend that the Ministry of the Environment, Conservation and Parks clarify board members’ accountability to the conservation authority.	<p>MOECP launched two reviews under the Environmental Registry of Ontario on April 5, 2019 - <b>Modernizing conservation authority operations and Focusing conservation authority’s development permits on the protection of people and property</b>. This provincial review will assist in addressing Recommendation 1.</p> <p>Bill 108 <i>More Homes, More Choices Act</i> as passed by the legislator on June 4, 2019. This included Schedule 2 – revisions to <i>The Conservation Authorities Act</i>. <i>Revisions include a “duty on every member of an authority to act honestly and in good faith with a view to further the objects of the act.”</i></p> <p>Orientation with the Board of Directors began on June 10, 2019 with a session for the four new members joining NPCA as publicly appointed members from the Region of Niagara. Orientation on accountability continued at the June 19, 2019 meeting regarding confidentiality and code of conduct. <b>Ongoing Orientation/Training and Development sessions will occur from September to December 2019.</b></p> <p>The Board of Directors will receive training at a future meeting regarding their obligations under The Statutory Powers and Procedures Act.</p> <p>NPCA understands that the Province is currently working on regulations under Bill 108.</p>	X	2020	
(BD) # 2	To ensure that the Niagara Peninsula Conservation Authority (NPCA) Board of Directors has the necessary independence and objectivity to oversee the NPCA’s activities effectively, we recommend that the NPCA Board:				

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(BD) # 2.1	Adhere to its Code of Conduct, which states that Board members are to refrain from unduly influencing staff, being respectful of staff's responsibility to use their professional expertise and corporate perspective to perform their duties;	<p>The NPCA Governance Committee reviewed the Code of Conduct (contained within the Administrative By-law) and provided recommendations to the Full Authority in February and March 2019.</p> <p>A further review of the By-law was completed at the July 24, 2019 meeting of the Governance Committee.</p> <p>An additional review has been scheduled for the Governance Committee on October 22, 2019, regarding the NPCA Code of Conduct Policy and Investigation Procedure.</p>	X	Q4 2019	
(BD) # 2.2	Update its Code of Conduct to clearly define the circumstances and relationships that could lead to an actual or perceived conflict of interest beyond those defined in the Municipal Conflict of Interest Act.	As part of the Q4 continued review of the Administrative By-law, the Board will define circumstances that could lead to an actual or perceived conflict of interest.	X	Q4 2019	
(BC) # 3	To ensure that members of the Niagara Peninsula Conservation Authority (NPCA) Board of Directors collectively have the skills, experience and training necessary to oversee the NPCA's activities effectively, we recommend that the NPCA Board:				
(BD) #3.1	Determine the types of skills and experience required on the Board based on the NPCA's mandate and develop and implement a strategy to address any gaps.	<p>The Board of Directors responded to a March 1, 2019 letter from Niagara Region regarding board competencies (skills and experience). A list of competencies was approved by the Board at their April 17, 2019 meeting through Resolution No. FA-113-19.</p> <p>Both the Board of Directors and the NPCA Public Advisory Committee have been requested to develop profiles to be posted on the website. Based on this, a gaps analysis can be completed, and a strategy developed to address any gaps.</p> <p>Niagara Region appointed five new public appointees to the Board whose first meeting with NPCA was June 19, 2019 and June 28, 2019 respectively. An Orientation meeting for four members on June 10, 2019. Additional appointees appointed by the Region on August 15, 2019 will have an Orientation Session on September 10, 2019.</p> <p>Report No. FA-107-19 on a Training and Development Program for the Board was approved at the August 14, 2019 Board meeting.</p>	X	Q3 2019	

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(BD) # 3.3	Assess the current role of its advisory committee to determine whether it is sufficient in fulfilling any gaps in Board skills and competencies, and revise as necessary;	<p>The Board of Directors received a list of the Advisory Committees for 2019 at its March 20th meeting, which was further updated at its June meeting. A Report on the NPCA Public Advisory Committees, with recommendations for a revised Terms of Reference was considered by the Board of Directors at their June 2019 meeting.</p> <p>The PAC met on June 27, 2019 to review their Terms of Reference and provide recommendations on Committee vacancies. The development of “profiles” for each PAC member will be developed in the fall of 2019.</p> <p>Profiles/Bios for all NPCA Board of Directors are now on the Authority website. New member profiles will be added as they become appointed in August.</p> <p><b>The Terms of Reference for the PAC will be further considered at the September 18, 2019 Board of Directors meeting.</b></p>	X	Q4 2019	
(BC) # 3.4	Identify initial and ongoing Board governance training needs.	<p>The current Board of Directors were provided with an updated Member Handbook in January 2019. Initial Orientation training with the Board was launched on March 20, 2019.</p> <p>To date training has occurred through orientation sessions, a session with the lawyer regarding confidentiality and legal matters, and staff presentations on water quality monitoring, restoration and the Niagara River Remedial Action Plan.</p> <p><b>A Report on Board Training was approved at the August 14<sup>th</sup> meeting. The 2019 Training Program was approved to include:</b></p> <ul style="list-style-type: none"> <li>• One day training session (Effective Governance, Overview of NPCA, including legal and statutory responsibilities, Welland River Floodplain Mapping, Responsibilities as a Hearing Board under Section 28)</li> <li>• Administrative By-law including the Code of Conduct,</li> <li>• Budget process and 2020 Budget approval,</li> <li>• Conservation Authorities Act,</li> <li>• Introduction to Strategic Planning.</li> </ul>	X	Q4 2019	
(M) # 4	We recommend that the Ministry of the Environment, Conservation and Parks:				

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(M) # 4.2	Once Section 40 is proclaimed, make a regulation prescribing requirements for board composition that result in board members having the independence and objectivity they need to fulfill their oversight responsibilities;	Response to this recommendation is dependent upon the province's review noted above.  Consultations regarding regulations prescribing Bill 108 have not occurred as of the updating of this report.		2020	
(MCO) # 4.3	Work with Conservation Ontario and conservation authorities to determine whether governance training should be developed and delivered province-wide for board members of conservation authorities.	Response to this recommendation is dependent upon the province's review noted above.  Consultations regarding regulations prescribing Bill 108 have not occurred as of the updating of this report.		2020	
(BD) # 5	To ensure that the Niagara Peninsula Conservation Authority (NPCA) Board of Directors has all the information it needs to effectively oversee the NPCA and improve its oversight when needed, we recommend that the NPCA Board:				
(BD) # 5.1	Regularly evaluate the performance of the NPCA's Chief Administrative Officer, as required by its policies;	A Performance Evaluation system has been developed for all staff.  The CAO's contract was renewed by the Board in July with an extension to December 31, 2019.  A performance review of the CAO was conducted by the Chair and Vice Chair and presented to the Board and approved at the August 14, 2019.	X	Q3 and Q4 2019	
(BC) # 5.2	Develop performance indicators to facilitate the Board's evaluation of its oversight processes and activities;	Performance indicators regarding Board evaluation will be developed for approval in Q4.  The Governance Committee reviewed board governance and performance at their July 24, 2019 meeting and directed staff to review seeking external consulting assistance in this regard which will occur in the Fall of 2019.	X	Q4 2019	
(BD) # 5.3	Regularly evaluate both its collective performance and the performance of individual Board members.	Both collective Board performance and individual Board member performance tools have been developed by the CAO and were forwarded to the Governance Committee for review at their July 24, 2019 meeting.  Staff will seek an outside consultant to assist with the Boards' performance review in the fall of 2019.	X	Q4 2019	



Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(BD) # 6.1	Clarify its Board policies to specify the meetings and other functions for which Board members may receive per diem payments in the future;	<p>The Governance Committee reviewed and clarified per diems in February 2019. Board members receive one per diem per day if attending NPCA meetings, despite the number of meetings attended.</p> <p>The per diem and honorarium policy is updated and outlined in the Administrative By-law.</p> <p>Further review of the By-law occurred at the July 24, 2019 by the Governance Committee so that a final Administrative By-Law update can be forwarded to the Board in Q4 for approval.</p> <p>A Governance Committee meeting is scheduled for October 22, 2019 to further ensure clarity around the per diem and honorarium policy.</p>	X	Q4 2019	
(BD) # 6.2	Continue to publish information on actual Board per diems and other expenses annually online.	Municipalities require board expenses to be reported annually. This information for 2018 was provided to participating municipalities. Member expenses for 2019 will be posted at year end on the NPCA website under the heading <i>Administration – Reports</i> and will continue to be published annually.	x	Q1 annually commencing 2020	X
(OPS) # 7	To ensure that the Niagara Peninsula Conservation Authority (NPCA) has complete and up-to-date information about flood risks within its watershed, we recommend that the NPCA:				
(OPS) # 7.1	Assess the risk to communities around the unmapped watercourses;	<p>The NPCA has completed flood plain mapping for 42% of the watershed. Flood plain mapping is currently underway for the Welland River, 9 watercourses in Grimsby and Lincoln, and 2 watercourses in St. Catharines.</p> <p>The NPCA met with the Watershed Floodplain Committee on June 13, 2019 to review updated flood lines and discuss public consultation. The Board of Directors is currently in discussion regarding the Welland River floodplain mapping. The first drafts of the other studies are scheduled to be reviewed in Q2 of 2019.</p> <p>Report No. FA-89-19 regarding a risk assessment was considered by the Board on August 14, 2019.</p>	X	Q4 completion of mapping and adopted by Board	
(OPS) # 7.2	Determine the time and cost for completing and updating floodplain maps;	<p>A five-year capital forecast for the remaining 58% of mapping to be completed will be placed in the 2020 budget and beyond. A minimum of \$200,000 per year over 5 to 7 years will be required to address the mapping deficiency.</p> <p>Once all mapping is completed, mapping updates are required on all watercourses. This cost was addressed in Report No. FA-89-19, considered at the August 14, 2019 Board meeting and in the 2020 budget preparation through a Capital Business Cases to the participating municipalities.</p>	X	<p>Q4 - Business Cases for funding</p> <p>Completion of mapping by 2026 subject to funding being received</p>	

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(M) # 8	To ensure that conservation authorities have complete and up-to-date information about flood risks within their watershed, we recommend that the Ministry of Natural Resources and Forestry work with Conservation Ontario to:				
(M) # 8.1	Establish clear responsibility and criteria for developing and updating floodplain maps across the province;	NPCA is waiting for this information from MNRF.			
(M) # 8.2	Review current funding levels to conservation authorities to determine how floodplain mapping can be completed in a timely manner.	<p>Transfer payments to CA's for natural hazards were reduced by 50% on April 13, 2019. The NPCA provincial transfer payment is now \$90,000 for the 2019/20 provincial fiscal year.</p> <p>Provincial funding to update flood plain mapping has not been available since 1996. Funding for updated mapping must be sought from participating municipalities, who may choose not to fund updates.</p> <p>Report No. FA-89-10 entitled <i>NPCA Floodplain Update</i> was developed and considered at the August 14, 2019 Board meeting, including costs associated with updated mapping. Business Cases for updated mapping will be presented through the 2020 Capital Budget.</p>	x	Q3 2019	
(OPS) # 9	To ensure that development is directed away from areas of natural hazards where there is an unacceptable risk to public health and safety or of property damage, we recommend that the Niagara Peninsula Conservation Authority (NPCA):				
(BD/OPS) # 9.1	Finalize, as soon as possible, its policies for reviewing development proposals and work permit applications;	<p>The NPCA Policy document was updated and approved in September 2018 through Report No. 60-18 and it became effective November 1, 2018. Staff have been directed to follow the new policy document as approved.</p> <p>Housekeeping amendments and an update on the consultation policy were forwarded to the Board for approval through Report FA-60-19 on June 19, 2019. Housekeeping amendments were approved, and public consultation is being sought on policy items not considered to be of a minor nature.</p> <p>Staff will review the policy on an ongoing basis to determine if there are any refinements to be made and will bring those proposed changes to the Board for approval.</p> <p>Report No. FA-74-19 was approved at the August 14, 2019 Board meeting regarding updates to the Valley Land policies.</p>	x	Q4 2018	

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(BD/OPS) # 9.2	In finalizing such policies, ensure that the criteria for where development is allowed is consistent with Section 3.1 of the Provincial Policy Statement and the Conservation Authorities Act.	NPCA Policies are consistent with Section 3.1 of the Provincial Policy Statement.	X	Q4 2018	X
(OPS) # 10	To ensure that staffing decisions are focused on improving the operations of the Niagara Peninsula Conservation Authority (NPCA) to fulfill its legislative mandate and provide effective and efficient services, we recommend that the NPCA:				
(OPS) # 10.1	Develop a human resources (HR) plan that identifies current and future HR needs, as they relate to the strategic direction of the NPCA;	<p>An organizational review was completed and approved by the Board on April 17, 2019. Staff alignments follow the NPCA's Strategic Plan 2018 - 2021.</p> <p>It is noted that this Strategic Plan was developed and approved by the previous Board of Directors and should be further reviewed by the current Board. Future staff needs were identified as part of the organizational review.</p> <p>Upon further review of the Strategic Plan by the new Board, a staffing/skills analysis will be completed as part of a Human Resources Plan.</p> <p>A Human Resources Report will be presented to the Board at the September 18, 2019 meeting.</p>	X	2020	
(OPS) # 10.2	In developing such an HR plan, review its staffing mix to determine the appropriate level of administrative and corporate support staff;	<p>The April 2019 organizational review has identified staffing gaps for the Board to review and consider in relation to 2020 funding requests. Discussions are ongoing regarding the appropriate level of administrative and corporate support required. Discussion is ongoing regarding whether an administrative "pool" is more effective than having an administrative support staff member assigned each Division.</p> <p>Report FA-123-19 will be considered at the September 18, 2019 Board of Directors' meeting.</p>	X	Q4 2019	
(OPS) # 10.3	Base future HR decisions on its HR plan;	The HR Plan requires Board approval and will be reviewed annually as part of the budget development commencing with the preparation of the 2020 budget.	X	Q4 2019	
(BD/CAO) # 10.4	Provide information about planned re-structuring decisions, including their financial implications, to the NPCA Board prior to implementing such decisions.	<p>The 2019 organization review was discussed and approved by the Board on April 17, 2019. This review was accompanied by a financial assessment.</p> <p>Further restructuring was reviewed and approved by the Board of Directors at their June meetings.</p>	X	Q2 2019	X

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(OPS) # 11	To ensure that reports of possible and known violations are appropriately addressed in a timely manner, we recommend that the Niagara Peninsula Conservation Authority:				
(CAO/OPS) # 11.1	Determine the number of enforcement staff necessary to address violations on a timely basis and staff accordingly;	<p>A Supervisor of Permits and Compliance was hired in March 2019 via Board Report No. FA-25-19. An additional compliance staff was hired through Report No. FA-98-19 when an existing compliance staff member was re-assigned to the restoration program. This Supervisor has 3 staff members, addressing both regulatory and forestry violations. A year-end review of compliance and staffing will be done for the Board's consideration.</p> <p>Given current permitting and enforcement requirements, an additional enforcement position has been included in the draft 2020 Operating budget to be considered by the Board at their September 18, 2019 meeting.</p>	X	Q4 2019	
(OPS) # 11.2	Ensure that enforcement staff obtain the necessary training to discharge their responsibilities;	All NPCA compliance staff have received Level 1 Conservation Ontario Compliance training as of March 2019.	X	Q2 2019	X
(BD/OPS) # 11.3	Revise its enforcement policy to provide guidance on the progressive actions enforcement staff should take to address violations taking into consideration the significance of the violations;	<p>Conservation Ontario has updated a Manual on behalf of all conservation authorities regarding Section 28 of the Act. Progressive actions to address violations are included as part of the Manual. NPCA was actively involved in the review and updating of the Manual through the Conservation Ontario Regulatory Advisory Committee.</p> <p>The Manual will be implemented when the Province has approved regulations under Bill 108.</p>	X	Q4 2019	
(BD/OPS) # 11.4	Revise its enforcement policy to require that enforcement activities be sufficiently documented and ensure that staff adhere to the policy;	Procedures regarding documentation of enforcement activities will be completed as part of the Manual implementation.	X	Q4 2019	
(OPS) # 11.5	Use CityView to track reports of possible violations.	<p>Compliance staff are now placing a flag on properties when there are violations, in order to advise other NPCA staff to refer to Compliance staff should they be working on a file related to one under violation.</p> <p>An update to CityView to handle Compliance/Violation issues is underway and should be completed by October 1, 2019.</p>	X	Q4 2018	
(OPS) # 12	To ensure that the Niagara Peninsula Conservation Authority (NPCA) can proactively identify unlawful activities before they result in risk to people, property and the environment, we recommend that the NPCA:				

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(OPS) # 12.1	Institute a mandatory reporting mechanism for landowners to notify the NPCA that approved work has been completed in compliance with the conditions of the permit, and follow up with landowners who fail to report;	As of April 2019, a dedicated e-mail has been placed on the landowners permit form for applicants to send notifications to the NPCA email address, including photos. This email is directed to the Supervisor, Permits and Compliance and his staff to ensure all staff are aware and checking the email regularly. There is also a Factoid which has been developed, to be included with the permits outlining to the applicant what their obligations are once the permit is issued. The permit issuance is now accompanied by this Factoid.	X	Q2 2019	X
(OPS) # 12.2	Develop a risk-based plan to conduct site visits to ensure that landowners have completed the approved work in compliance with the conditions of the permit;	The risk-based plan was finalized and presented to the Board of Directors, through Report No. FA-59-19, at their June 19, 2019 meeting.	X	Q2 2019	X
(OPS) # 12.3	Update its website to provide information to the public about activities that are prohibited under the Conservation Authorities Act and how the public can report suspected violations to the NPCA	A Fact Page has been created and is posted on the website. Included on the webpage is a dedicated link that will create a form to be filled out and submitted to the Supervisor, Permits and Compliance to review and assign. This will be tracked to ensure all complaints are documented. There is also a dedicated phone number to allow for complaints to be called in. This number is monitored by the Supervisor or designated staff.	X	Q2 2019	X
(BD/OPS) # 13	To ensure that restoration funding is directed toward projects that best achieve the goals of the restoration program, we recommend that the Niagara Peninsula Conservation Authority, regardless of its chosen program delivery model, develop and implement a strategy to better target areas of the watershed based on water quality monitoring and other information on the health of the watershed.	A re-vitalized Restoration Program was approved by the Board of Directors on April 17, 2019. The new program includes a vision, principles, goals and is based on the CAA mandate, the NPCA Strategic Plan and our Watershed Report Cards. The new program will follow recommendations from the Dillon Report and Auditor General's recommendations. Ultimately, sub watershed plans, and implementation strategies should be developed/updated in order to ensure that restoration projects are targeted to priority areas.  Restoration Program Guidelines and a 2019 workplan were considered and approved by the Board of Directors on June 19, 2019.	X	Q2 2019	X
(BD/OPS) # 14	To ensure that funding from Ontario Power Generation (OPG) helps improve the health of the Welland River as agreed to, we recommend that the Niagara Peninsula Conservation Authority (NPCA):				



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(OPS) # 14.1	Seek clarification with OPG regarding its expectations for how the remaining funds are to be spent;	<p>NPCA senior staff with met with senior OPG staff on three occasions - May 25, 2018, August 29, 2018 and October 31, 2018. NPCA discussed past spending with OPG staff on August 29, 2018 and a Draft MOU and protocols for future spending was established on October 31, 2018.</p> <p>An NPCA/OPG staff meeting was held in May 2019 and an updated MOU discussed.</p> <p>The Board of Directors received and approved the MOU their June 19, 2019 meeting through Report No. FA-55-19. The MOU addresses both funding and budgets.</p>	X	Q2 2019	X
(BD/OPS) # 14.2	Revise, as necessary, the formal agreement between the NPCA and OPG to outline such expectations;	<p>The NPCA's 2018 Financial Audited Statements were approved by the Board of Directors on April 17, 2019 setting the stage for a subsequent meeting with OPG. This meeting was scheduled for May 6, 2019 to finalize the Draft MOU, discuss expenditure of funds and establish reporting requirements. The final MOU was approved by the Board through Report No. FA-55-19 on June 19, 2019, detailing goals and objectives for funding allocation.</p> <p>OPG and NPCA will meet on October 2, 2019 to discuss progress on the 2019 projects.</p>	X	Q2 2019	X
(OPS) # 14.3	Develop and implement a plan that identifies the projects and their locations for which the remaining funds will be spent, ensuring that such projects focus efforts on areas of concern based on the watershed plans that have been developed for the Welland River.	The approved MOU (Report No. FA-55-19), included a plan that identifies projects and their locations, ensuring that these projects focus on priority areas of concern. Quarterly meetings with OPG will be held to ensure that project targets are met.	X	Q2 2019	X
(OPS) # 15	To ensure that lands are acquired to help the Niagara Peninsula Conservation Authority (NPCA) fulfill its mandate, we recommend that the NPCA:				
(BD/OPS) # 15.1	Review and revise its land acquisition goals—both in its latest 2015 plan and in its 100-year plan—for reasonableness and to reflect the NPCA's responsibilities under the natural hazard policies of the Provincial Policy Statement;	Staff have commenced a review of NPCA Conservation Area Master Plans, the Land Acquisition Plans and goals with a view to refining land acquisition targets. These reports will be available for review by the Board of Directors by the end of 2019.	X	Q4 2019	

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(BD/OPS) # 15.2	Improve its current land acquisition criteria to provide clear direction on which lands should be acquired;	<p>An initial land acquisition criteria list has been developed. When reviewing a land acquisition opportunity, the following will be considered:</p> <ul style="list-style-type: none"> <li>• Protection of areas of ecological significance including wetlands, woodlands, ANSI's and species of concern or at risk;</li> <li>• Enhancing biodiversity;</li> <li>• Creating connectivity to CA lands, within CA lands or with other public lands;</li> <li>• Protection of, and access to shorelines;</li> <li>• Financial considerations, such as market value, donation of land, land taxes, maintenance costs, NPCA funding available;</li> <li>• Size of the property;</li> <li>• Continued ability to address water quality issues.</li> </ul>	X	Q4 2019	
(BD/OPS) # 15.3	Prioritize its current land acquisition criteria to reflect the revised goals;	<p>Once the land acquisition criteria have been drafted, staff will recommend a ranking of the criteria to be considered and approved by the Board.</p> <p>Once staff have completed the land acquisitions criteria, the Geographic Information Systems (GIS) Division will formulate prioritized areas based on values to define what properties are a priority for the NPCA to consider in terms of acquisition.</p>	X	Q4 2019	
(BD/OPS) # 15.5	Develop and implement a plan to achieve its land acquisition goals;	The updated Land Acquisition Strategy will include an implementation plan.		2020 and beyond	
(BD/OPS) # 15.6	Monitor and report to the NPCA Board of Directors on land acquisition progress.	<p>Currently staff provide Quarterly Progress Reports to the Board from all Divisional Program areas. Land Acquisition progress and monitoring will be part of this process. Currently NPCA has made one property acquisition for 2019, of which the Board approved.</p> <p>Report FA-125-19 will be considered by the Board of Directors at their September 18, 2019 meeting in terms of potential acquisition.</p>	X	2019 ongoing	

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(BD/OPS) # 16	To enable the Niagara Peninsula Conservation Authority (NPCA) to assess its performance in fulfilling its mandate, we recommend that the NPCA:				
(BD/OPS) # 16.1	Develop performance indicators that are tied to its mandate and overall program goals;	<p>NPCA has completed Watershed Report Cards since 2012 which include four key performance indicators.</p> <p>Further, NPCA is part of Conservation Ontario's Watershed Report Card system. Our most recent Report Card was completed in 2018 and focused on performance indicators associated with:</p> <p style="padding-left: 40px;">Groundwater Quality Surface Water Quality Forest Conditions Wetland Cover</p> <p>The Watershed Report Card will be continually updated every 5 years.</p> <p>Additional performance indicators will be developed by staff by Q4 2019 for Board review and approval.</p>	X	<p>2017 ongoing</p> <p>Q4 2019</p>	
(OPS) # 16.2	Establish targets against which each indicator will be assessed;	<p>Current indicator grades have been established and some targets have been considered:</p> <p style="padding-left: 40px;">Groundwater – current grade = B. The target is to maintain grade. Surface Waters – current grade = D. No target is established. Forest Cover – current grade = D. No target is established. Wetland Cover – current grade = B. The target is to maintain grade.</p> <p>It is important to note that targets for both surface water quality and forest cover should be established through updated sub watershed plans.</p> <p>Staff will develop targets for performance indicators for review and approval by the Board of Directors by Q4 2019.</p>	X	<p>2017 ongoing</p> <p>Q4 2019</p>	
(OPS) # 16.3	Regularly collect and analyze information about the impact of its programs and services on the Niagara Peninsula watershed to help adjust programs on an ongoing basis;	<p>NPCA has established a regular program for collecting and analyzing information. In particular, surface water quality is monitored at 80 sites throughout the watershed and groundwater is monitored at 50 watershed sites.</p> <p>Staff will assess additional information to be collected on all program areas and services by Q4 2019 for review and approval by the Board of Directors.</p>	X	<p>ongoing</p> <p>Q4, 2019</p>	

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(OPS) # 16.4	Review, and revise as necessary, its annual and quarterly reports to better reflect how the NPCA's initiatives and projects are helping the NPCA fulfill its mandate and overall program goals.	Quarterly and annual reports will be refined to outline how NPCA initiatives and projects are fulfilling our mandate and goals.  The Annual Report outline will be reviewed by staff in Q4 of 2019 to ensure that the 2019 Report reflects recommendations made by the Auditor General regarding financial statements and performance measurements.	X	Q4 2019	
(BD/OPS) # 17	To ensure that the Niagara Peninsula Conservation Authority (NPCA) follows fair and transparent recruitment and promotion processes, and that the best-qualified individuals are hired and promoted, we recommend that the NPCA:				
(BD/OPS) # 17.1	Update its recruitment policies to include the steps and documentation required to support hiring decisions and eliminate situations of real or perceived conflict of interest in recruitment and hiring;	The HR Policy and Recruitment Procedures are scheduled for refinement including outlining the steps and documentation process to support hiring decisions and outlining what constitutes a conflict of interest, perceived conflict of interest and how to proceed if identified.  The Recruitment Policy update was received and approved by the Board of Directors their June 19, 2019 meeting.	X	Q2 2019	X
(BD/OPS) # 17.2	Update its promotion policies to include the decision-making process required to be followed and documented for promotions and appointments;	Promotion Policies were approved by the Board at their August 14, 2019 meeting through Report No. FA-69-19	X	Q3 2019	X
(OPS) # 17.3	Assess staff's performance annually, as required by its policies;	A Performance Review System was implemented in the summer of 2018 for permanent and summer staff. Training and review of the system was completed in October 2018. Effective dates for each employee are currently being compiled, including a "reminder system" to ensure that Performance Reviews are completed on a timely basis. Further training with Supervisors, Managers and Directors will occur in 2019.  A Performance Review was completed for the CAO ad a Senior Manager in August 2019.	X	Q2 2018 and ongoing	
(BD/OPS) # 17.4	Provide quarterly updates to the NPCA Board of Directors on staffing changes and performance.	Quarterly updates on all NPCA program areas are provided to the Board of Directors, including human resources updates. Included in quarterly reviews are recruitment updates and changes to staff, including promotions, departures, retirements, etc.	X	ongoing	
(OPS) # 18	To ensure compliance with the Occupational Health and Safety Act, the Ontario Human Rights Code and the Ministry of Labour Code of Practice, we recommend that the Niagara Peninsula Conservation Authority (NPCA):				

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(OPS) # 18.1	For every harassment or discrimination complaint or grievance filed, fully assess and document whether an investigation is required and, if it is, conduct it in an appropriate and timely manner;	<p>The NPCA's Harassment Policy was updated in 2016. As part of the procedures, a "checklist" will be developed to document actions taken up to and including whether an investigation is required for complaints of any nature.</p> <p>An update to the Workplace Harassment Policy was approved by the Board of Directors at their June 19, 2019.</p> <p>NPCA ensures that each complaint or grievance filed is documented, reported to the Board, investigated if required and a report provided to the initiator of the complaint.</p>	X	2016 Q2 2019 update	X
(BD/OPS) # 18.2	Use its ability, under its workplace harassment policy, to appoint an external investigator or develop mechanisms to ensure that complaints against the CAO are investigated by a party who does not report directly to the CAO;	As part of the Workplace Harassment Policy Update, a process for handling complaints against the CAO was developed and approved on June 19, 2019 recommending the use of an external investigator rather than in house staff.	X	Q2 2019	X
(BD/OPS) # 18.3	Provide additional information on grievances, staff complaints and investigations, including their subject and financial implications, as part of confidential updates to the NPCA Board of Directors.	General information on grievances, staff complaints and investigations have been reported to the Board effective Q2, 2018. This information is now contained in each quarterly report to the Board of Directors, in closed session. Board requests for further details on grievances, including financial implications will be dealt with in closed session meetings of the board.	X	2018 and ongoing	X
(BD/OPS) # 19	To ensure the Niagara Peninsula Conservation Authority (NPCA) operates as effectively and productively as possible, without workplace issues hindering its operations unnecessarily, we recommend that the NPCA:				
(OPS) # 19.1	Develop and implement an action plan to address workplace concerns;	<p>Initial documentation of workplace concerns commenced in 2017 with a staff survey. A second survey was completed in November 2018 and year over year results will be tracked and reviewed to create an Action Plan to address workplace comments, concerns and activities to address this input. The Interim CAO also launched an organizational review in April 2019 and invited all staff to provide comments (anonymously if desired) or to meet with her directly to discuss concerns.</p> <p>Workplace concerns which emerged during the CAOs April review will be reported at the September Board meeting along with an Action Plan through Report FA-123-19.</p>	X	2017 to Q1 2019  Q4t	



Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(BD/OPS) # 19.2	Present this action plan and related timeline to the NPCA Board of Directors for review and approval;	Overall concerns will be reported to the Board in September 2019 through Report FA-123-19.  An updated Workplace Comments and Concerns Process and Action Plan will be developed for approval in 2019.	X	Q4 2019	
(BD/OPS) # 19.3	Report on its progress in implementing the actions within the approved timeline.	Progress on workplace concerns will continue to be reported through Quarterly Reports to the Board of Directors.	X	Quarterly and ongoing	X
BD/(OPS) # 20	To ensure that the Niagara Peninsula Conservation Authority (NPCA) receives value for money spent on goods and services, we recommend that the NPCA:				
(OPS) # 20.1	Follow its procurement policies for the acquisition of goods and services;	Since March 2018 the NPCA has been conducting competitive procurements as per its existing policy as evidenced by the document "Planned Procurement".  Revisions regarding the use of Corporate Credit Cards has been completed which includes a specific policy regarding card use and a letter of understanding signed by each card holder.  Additional revisions to existing Purchasing & Procurement Policy are in progress and will be presented to the Board of Directors for approval in October 2019.	X	Q4 2019	
(BD/OPS) # 20.2	Revise its procurement policies to require that any needed services associated with unsolicited proposals be obtained in a transparent and competitive manner;	The Unsolicited Proposal Policy originally approved in July 2014 will be reviewed and amended as per the direction of the Board.	X	Q4 2019	

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(OPS) # 20.3	Assess the benefits of establishing continuity and achieving cost savings from contracting with a preferred law firm for each field of law it requires services;	<p>The NPCA inquired through its Purchasing Group (Niagara Public Purchasing Committee) how other public entities are handling legal services and it was discovered that the majority of these Public entities have exemptions for Legal Services excluding them from competitive procurement.</p> <p>Following discussion with the Office of the Auditor General, it was suggested that NPCA contact TRCA for details on their procurement strategies regarding legal services. In October 2018, dialogue occurred between NPCA and TRCA and it was discovered that the TRCA established a Vendor of Record listing in January 2017 to handle its legal services.</p>	X	2018	X
(BD/OPS) # 20.4	Revise its procurement policies for legal services to implement the results of the above assessment.	<p>Using the above as a model, as suggested by the Office of the Auditor General, the NPCA will issue a Request for Proposal to establish vendors of record to handle its legal services.</p> <p>Certain legal services which are specialized may be recommended to the Board to be single sourced. This will be done through a resolution at the Annual General Meeting of the Board held in January of each year.</p>	X	Q4 2019	
(BD/OPS) # 21	To ensure that funds are available and that critical capital projects are completed in a timely manner, we recommend that the Niagara Peninsula Conservation Authority (NPCA):				
(OPS) # 21.1	Update the information in its asset management system to reflect the actual replacement cost of assets (when this information is available) and the estimated useful life of assets based on their condition;	<p>The NPCA included in its 2019 Operating Budget a position identified as Capital Project Specialist which will address each of the points outlined in Recommendation 21. The position will work in conjunction the Procurement Specialist to achieve the above goals.</p> <p>KPMG (the NPCA's third party auditor) has expertise in this specific area and has established contact with NPCA staff to assist in carrying out these objectives.</p> <p>This staff member will be responsible for developing the NPCA's Asset Management Plan and System, including all areas identified as Recommendations 21.1 to 21.5.</p>	X	Q4 2019	
(OPS) # 21.2	Obtain reliable information to support replacement cost estimates and cost estimates for planned capital projects;	The new Capital Project Specialist will work with the Procurement Specialist to obtain reliable information on replacement cost for planned capital projects.	X	Q4 2019 ongoing	

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(OPS) # 21.3	Prioritize capital projects using an objective assessment of needs;	The new Capital Project Specialist will work with Park Superintendents along with other front-line staff and Department Heads to prioritize capital projects using an objective assessment of needs.  This position is currently being recruited.	X	Q4 2019 ongoing	
(BD/OPS) # 21.4	Identify how the NPCA will obtain funding to undertake these projects;	The new Capital Project Specialist will work with Senior Management to identify funding sources for projects.		Q4 2019 ongoing	
(BD/OPS) # 21.5	Refine the capital plan, based on the above action items, and present it to the NPCA Board for approval.	The new Capital Project Specialist will work with all staff as required to constantly refine the Capital Plan for eventual Board approval.  For the 2020 Capital Budget, capital project proposals will be developed through Business Cases for the Board and municipal funding approval.		Q4 2019 ongoing	
(M) # 22	To ensure that conservation authorities have the necessary information to interpret and fulfill their legislative mandate, we recommend that the Ministry of the Environment, Conservation and Parks, upon proclamation of Section 40 of the Conservation Authorities Act:				
(M) # 22.1	Clearly describe for conservation authorities what the development of natural resources entails, and how it differs from “development” in general;	MOECP has launched two reviews under the Environmental Registry of Ontario on April 5, 2019 - <b>Modernizing conservation authorities’ operations - CAA and Focusing conservation authority’s development permits on the protection of people and property</b> . This provincial review will assist in addressing Recommendations 22.1 to 24.3.  As noted under recommendation #1, Bill 108 was passed on June 4, 2019. NPCA continues to work with the province and Conservation Ontario as we move toward establishing regulations which will enact Bill 108.  Conservation Ontario and all 36 conservation authorities are currently awaiting regulations from the province regarding legislative mandate.	X	2020	
(M) # 22.2	Provide guidance to help conservation authorities prioritize the objectives of their programs and services (conservation, restoration, development and management of natural resources);	NPCA is actively involved in providing comments to Conservation Ontario regarding the provincial government review.	X	2020	

Lead and Rec. #	AUDITOR GENERAL RECOMMENDATIONS	NPCA RESPONSE	INITIATED	TARGETTED COMPLETION	COMPLETE
(M) # 22.3	Use its regulatory powers to establish minimum requirements and standards for conservation authorities' delivery of programs and services;	NPCA will ensure that minimum requirements and standards will be developed for programs and services. NPCA currently complies with response standards for commenting under The Planning Act.	X	2020	
(M) # 22.4	Establish the governance practices that it determines conservation authorities should be uniformly following province-wide:	NPCA will comply with governance practices recommended by the province.	X	2020	
(M) # 23	To ensure that conservation authority boards of directors are held to account appropriately, we recommend that the Ministry of the Environment, Conservation and Parks work with municipalities to develop and implement a formal, cost-effective and purposeful reporting process that includes a discussion of the outcomes of conservation authorities' activities.	NPCA will work through Conservation Ontario to request that CO/conservation authorities are part of the discussion with MOECP and municipalities regarding reporting processes.	X	2020	
(M) # 24	To ensure that issues that are beyond conservation authorities' ability to manage themselves are dealt with appropriately and in a timely manner, we recommend that the Ministry of the Environment, Conservation and Parks (Ministry) work with municipalities to:				
(M) # 24.1	Determine the circumstances when Ministry and/or municipality intervention is warranted;	NPCA will work through Conservation Ontario to request that CO/conservation authorities are part of the discussion with MOECP and municipalities regarding intervention definitions and requirements.	X	2020	
(M) # 24.2	Establish mechanisms for the Ministry and/or municipalities to intervene when necessary in conservation authorities' operations;	NPCA will work through Conservation Ontario to request that CO/conservation authorities are part of the discussion with MOECP and municipalities regarding intervention definitions and requirements.	X	2020	
(M) # 24.3	Formalize such mechanisms through a memorandum of understanding between the Ministry, municipalities and conservation authorities that clearly establishes the roles and responsibilities of each party and when intervention is necessary.	NPCA will work with the Ministry, Conservation Ontario and participating municipalities to formalize an appropriate Memorandum of Understanding.	X	2020	

**Report To: Board of Directors**

**Subject: Communications Update Report- August 2019**

**Report No: FA-127-19**

**Date: September 18, 2019**

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**Recommendation:**

**THAT** Report No. FA-127-19 RE: Communications Update Report **BE RECEIVED** for information.

**Purpose:**

The purpose of this Report is to provide the Board of Directors with an update of media exposure surrounding the work of the NPCA in August 2019.

To assist with this, it is requested that Board Members to liaise with the CAO/Secretary Treasurer and/or Communications Department in advance of all media interviews in order to track NPCA related media coverage, provide communications support and key messaging if needed, and distribution and/or notification to the Board of Directors.

**Background:**

The Media Report Appendix 1 consists of all media coverage for the month of August. This includes outlet names, dates of coverage, titles, links when available, tonality, and PR value.

**Discussion:**

An interview on Cogeco TV's Taking Niagara By Storm has been scheduled for December 2019, featuring CAO Gayle Wood.

No other pending/upcoming media opportunities that staff are aware of at this time.

**Financial Implications:**

Staff resources are budgeted for media relations.



**Media Releases**

- Niagara Peninsula Conservation Authority Hosts 'Niagara Peninsula BioBlitz':  
<https://npca.ca/our-voice/post/npca-hosts-bioblitz>
- Province Moves to Constrain Conservation Authorities Programs and Services:  
<https://npca.ca/our-voice/post/province-moves-to-constrain-conservation-authorities-programs-and-services>

**Upcoming Media Releases or Corporate Statements:**

- NPCA Statement on Thundering Waters
- NPCA Statement on Climate Change

**Past & Upcoming Events:**

- Niagara Peninsula BioBlitz- August 24 at Ball's Falls Conservation Area
- Step Into Nature Series- September 12 and October 10 at West Lincoln Public Library
- Get Back to Nature Series, Yellow Fish Road- September 15 at Pathstone Mental Health
- 45<sup>th</sup> Annual Ball's Falls Thanksgiving Festival- October 11-14, 2019

**Related Reports and Appendices:**

Appendix 1 - Media Coverage Report- August 2019

**Authored by:**

Original Signed by

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Erika Navarro, B.A. (Hon)  
Communications Specialist

**Reviewed by:**

Original Signed by

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Renee Bisson  
Manager, Communications and Public Relations

**Submitted by:**

Original Signed by

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D. Gayle Wood, BES, CMMIII  
Interim CAO/Secretary-Treasurer



**Niagara Peninsula Conservation Authority**

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**MEDIA COVERAGE REPORT**

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**August 2019**

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**Total Media Hits: 60**  
**Estimated media impressions: 15,049,446**  
**Estimated PR value: \$283,477**

Outlet	Date	Headline	Link	Tone	Estimated Reach	PR Value/AVE
Online						
Niagara this Week	July 30, 2019	NOTL appoints lifelong nature, conservation enthusiast to NPCA board	<a href="https://www.niagarathisweek.com/news-story/9527407-notl-appoints-lifelong-nature-conservation-enthusiast-to-npca-board/">https://www.niagarathisweek.com/news-story/9527407-notl-appoints-lifelong-nature-conservation-enthusiast-to-npca-board/</a>	Positive	161,400	\$9,744
Niagara Falls Review	July 30, 2019	NOTL appoints lifelong nature, conservation enthusiast to NPCA board	<a href="https://www.niagarafallsreview.ca/news-story/9528069-notl-appoints-lifelong-nature-conservation-enthusiast-to-npca-board/">https://www.niagarafallsreview.ca/news-story/9528069-notl-appoints-lifelong-nature-conservation-enthusiast-to-npca-board/</a>	Positive	57,693	\$2,135
St. Catharines Standard	July 30, 2019	NOTL appoints lifelong nature, conservation enthusiast to NPCA board	<a href="https://www.stcatharinesstandard.ca/news-story/9528069-notl-appoints-lifelong-nature-conservation-enthusiast-to-npca-board/">https://www.stcatharinesstandard.ca/news-story/9528069-notl-appoints-lifelong-nature-conservation-enthusiast-to-npca-board/</a>	Positive	57,000	\$6,500
Welland Tribune	July 30, 2019	NOTL appoints lifelong nature, conservation enthusiast to NPCA board	<a href="https://www.wellandtribune.ca/news-story/9528069-notl-appoints-lifelong-nature-conservation-enthusiast-to-npca-board/">https://www.wellandtribune.ca/news-story/9528069-notl-appoints-lifelong-nature-conservation-enthusiast-to-npca-board/</a>	Positive	33,000	\$6,500
Niagara at Large	July 31, 2019	Water Levels in Lakes Ontario & Erie Finally Decline, Yet Remain Well Above Average	<a href="https://niagaraatlarge.com/2019/07/31/water-levels-in-lakes-ontario-erie-decline-yet-remain-well-above-average/">https://niagaraatlarge.com/2019/07/31/water-levels-in-lakes-ontario-erie-decline-yet-remain-well-above-average/</a>	Neutral	N/A	N/A
Urbanicity	August 3, 2019	Top places to soak up the sun in Hamilton	<a href="https://urbanicity.com/hamilton/city/2019/07/top-places-to-soak-up-the-sun-in-hamilton/">https://urbanicity.com/hamilton/city/2019/07/top-places-to-soak-up-the-sun-in-hamilton/</a>	Positive	N/A	N/A
Niagara this Week	August 8, 2019	BIOBLITZ ON AUGUST 24, 2019	<a href="https://www.niagarathisweek.com/events/9553647--bioblitz">https://www.niagarathisweek.com/events/9553647--bioblitz</a>	Positive	161,400	\$9,744
Niagara Falls Review	August 11, 2019	NPCA board gets final instalment of new members	<a href="https://www.niagarafallsreview.ca/news-story/9544086-npca-board-gets-final-instalment-of-new-members/">https://www.niagarafallsreview.ca/news-story/9544086-npca-board-gets-final-instalment-of-new-members/</a>	Neutral	57,693	\$2,135
St. Catharines Standard	August 11, 2019	NPCA board gets final instalment of new members	<a href="https://www.stcatharinesstandard.ca/news-story/9544086-npca-board-gets-final-instalment-of-new-members/">https://www.stcatharinesstandard.ca/news-story/9544086-npca-board-gets-final-instalment-of-new-members/</a>	Neutral	186,032	\$6,883
Welland Tribune	August 11, 2019	NPCA board gets final instalment of new members	<a href="https://www.wellandtribune.ca/news-story/9544086-npca-board-gets-final-instalment-of-new-members/">https://www.wellandtribune.ca/news-story/9544086-npca-board-gets-final-instalment-of-new-members/</a>	Neutral	44,739	\$1,655

Niagara at Large	August 12, 2019	NPCA Board Sends Letter Urging Province Not to Change Significant Wetland Designations for Thundering Waters Forest	<a href="https://niagaraatlarge.com/2019/08/12/npca-board-sends-letter-urging-province-not-to-change-significant-wetland-designations-for-thundering-waters-forest/">https://niagaraatlarge.com/2019/08/12/npca-board-sends-letter-urging-province-not-to-change-significant-wetland-designations-for-thundering-waters-forest/</a>	Neutral	N/A	N/A
Niagara Falls Review	August 13, 2019	Reles, Caputo leave NPCA after months away from agency	<a href="https://www.niagarafallsreview.ca/news-story/9548280-reles-caputo-leave-npca-after-months-away-from-agency/">https://www.niagarafallsreview.ca/news-story/9548280-reles-caputo-leave-npca-after-months-away-from-agency/</a>	Neutral	57,693	\$2,135
St. Catharines Standard	August 13, 2019	Reles, Caputo leave NPCA after months away from agency	<a href="https://www.stcatharinesstandard.ca/news-story/9548280-reles-caputo-leave-npca-after-months-away-from-agency/">https://www.stcatharinesstandard.ca/news-story/9548280-reles-caputo-leave-npca-after-months-away-from-agency/</a>	Neutral	57,000	\$6,500
Welland Tribune	August 13, 2019	Reles, Caputo leave NPCA after months away from agency	<a href="https://www.wellandtribune.ca/news-story/9548280-reles-caputo-leave-npca-after-months-away-from-agency/">https://www.wellandtribune.ca/news-story/9548280-reles-caputo-leave-npca-after-months-away-from-agency/</a>	Neutral	44,739	\$1,655
Thorold News	August 14, 2019	Bioblitz in Niagara	<a href="https://www.thoroldnews.com/local-news/bioblitz-in-niagara-1642645">https://www.thoroldnews.com/local-news/bioblitz-in-niagara-1642645</a>	Positive	N/A	N/A
iHeart Radio EZ Rock	August 15, 2019	Staffing change-up at the NPCA	<a href="http://www.iheartradio.ca/ez-rock/1057ezrock/news/local/staffing-change-up-at-the-npca-1.9761878">http://www.iheartradio.ca/ez-rock/1057ezrock/news/local/staffing-change-up-at-the-npca-1.9761878</a>	Neutral	118,971	\$4,400
Niagara Falls Review	August 16, 2019	Fall storms could damage Lake Erie shoreline	<a href="https://www.niagarafallsreview.ca/news-story/9553873-fall-storms-could-damage-lake-erie-shoreline/">https://www.niagarafallsreview.ca/news-story/9553873-fall-storms-could-damage-lake-erie-shoreline/</a>	Neutral	57,693	\$2,135
Niagara Falls Review	August 16, 2019	Wainfleet residents worried about fall weather and high-water levels	<a href="https://www.stcatharinesstandard.ca/news-story/9553858-wainfleet-residents-worried-about-fall-weather-and-high-water-levels/">https://www.stcatharinesstandard.ca/news-story/9553858-wainfleet-residents-worried-about-fall-weather-and-high-water-levels/</a>	Neutral	57,693	\$2,135
St. Catharines Standard	August 16, 2019	Fall storms could damage Lake Erie shoreline	<a href="https://www.stcatharinesstandard.ca/news-story/9553873-fall-storms-could-damage-lake-erie-shoreline/">https://www.stcatharinesstandard.ca/news-story/9553873-fall-storms-could-damage-lake-erie-shoreline/</a>	Neutral	186,032	\$6,883
St. Catharines Standard	August 16, 2019	Wainfleet residents worried about fall weather and high-water levels	<a href="https://www.niagarafallsreview.ca/news-story/9553858-wainfleet-residents-worried-about-fall-weather-and-high-water-levels/">https://www.niagarafallsreview.ca/news-story/9553858-wainfleet-residents-worried-about-fall-weather-and-high-water-levels/</a>	Neutral	186,032	\$6,883
Welland Tribune	August 16, 2019	Fall storms could damage Lake Erie shoreline	<a href="https://www.wellandtribune.ca/news-story/9553873-fall-storms-could-damage-lake-erie-shoreline/">https://www.wellandtribune.ca/news-story/9553873-fall-storms-could-damage-lake-erie-shoreline/</a>	Neutral	44,739	\$1,655



Welland Tribune	August 16, 2019	Wainfleet residents worried about fall weather and high-water levels	<a href="https://www.wellandtribune.ca/news-story/9553858-wainfleet-residents-worried-about-fall-weather-and-high-water-levels/">https://www.wellandtribune.ca/news-story/9553858-wainfleet-residents-worried-about-fall-weather-and-high-water-levels/</a>	Neutral	44,739	\$1,655
My Pelham	August 17, 2019	Join the Niagara Peninsula Conservation Authority's Public Advisory Committee	<a href="http://mypelham.com/articles/join-niagara-peninsula-conservation-authoritys-public-advisory-committee">http://mypelham.com/articles/join-niagara-peninsula-conservation-authoritys-public-advisory-committee</a>	Neutral	370	N/A
Niagara at Large	August 17, 2019	Join Us and become a Citizen Scientist – Niagara Peninsula Conservation Authority Hosts “Bioblitz”	<a href="https://niagaraatlarge.com/2019/08/17/join-us-and-become-a-citizen-scientist-niagara-peninsula-conservation-authority-hosts-bioblitz/">https://niagaraatlarge.com/2019/08/17/join-us-and-become-a-citizen-scientist-niagara-peninsula-conservation-authority-hosts-bioblitz/</a>	Positive	N/A	N/A
Niagara this Week	August 18, 2019	Ken Kawall: Change at Niagara conservation authority will take time	<a href="https://www.niagarathisweek.com/news-story/9550947-ken-kawall-change-at-niagara-conservation-authority-will-take-time/">https://www.niagarathisweek.com/news-story/9550947-ken-kawall-change-at-niagara-conservation-authority-will-take-time/</a>	Neutral	12,965	\$480
Niagara Falls Review	August 20, 2019	Brickell intimidated staff, mismanaged money, says NPCA	<a href="https://www.niagarafallsreview.ca/news-story/9559316-brickell-intimidated-staff-mismanaged-money-says-npca/">https://www.niagarafallsreview.ca/news-story/9559316-brickell-intimidated-staff-mismanaged-money-says-npca/</a>	Negative	57,693	\$2,135
Niagara this Week	August 20, 2019	<b>Bioblitz at Lincoln's Ball's Falls</b> Aug. 24	<a href="https://www.niagarathisweek.com/whatson-story/9558785-bioblitz-at-lincoln-s-ball-s-falls-aug-24/">https://www.niagarathisweek.com/whatson-story/9558785-bioblitz-at-lincoln-s-ball-s-falls-aug-24/</a>	Positive	12,965	\$480
St. Catharines Standard	August 20, 2019	<b>Bioblitz at Lincoln's Ball's Falls</b> Aug. 24	<a href="https://www.stcatharinesstandard.ca/whatson-story/9558785-bioblitz-at-lincoln-s-ball-s-falls-aug-24/">https://www.stcatharinesstandard.ca/whatson-story/9558785-bioblitz-at-lincoln-s-ball-s-falls-aug-24/</a>	Positive	57,000	\$6,500
Niagara Falls Review	August 20, 2019	Court document confirms Barrick fired by ex-NPCA CAO	<a href="https://www.niagarafallsreview.ca/news-story/9559529-court-document-confirms-barrick-fired-by-ex-npca-cao/">https://www.niagarafallsreview.ca/news-story/9559529-court-document-confirms-barrick-fired-by-ex-npca-cao/</a>	Neutral	57,693	\$2,135
St. Catharines Standard	August 20, 2019	Brickell intimidated staff, mismanaged money, says NPCA	<a href="https://www.stcatharinesstandard.ca/news-story/9559316-brickell-intimidated-staff-mismanaged-money-says-npca/">https://www.stcatharinesstandard.ca/news-story/9559316-brickell-intimidated-staff-mismanaged-money-says-npca/</a>	Negative	186,032	\$6,883
St. Catharines Standard	August 20, 2019	Court document confirms Barrick fired by ex-NPCA CAO	<a href="https://www.stcatharinesstandard.ca/news-story/9559529-court-document-confirms-barrick-fired-by-ex-npca-cao/">https://www.stcatharinesstandard.ca/news-story/9559529-court-document-confirms-barrick-fired-by-ex-npca-cao/</a>	Neutral	186,032	\$6,883
Welland Tribune	August 20, 2019	Brickell intimidated staff, mismanaged money, says NPCA	<a href="https://www.wellandtribune.ca/news-story/9559316-brickell-intimidated-staff-mismanaged-money-says-npca/">https://www.wellandtribune.ca/news-story/9559316-brickell-intimidated-staff-mismanaged-money-says-npca/</a>	Negative	44,739	\$1,655

Welland Tribune	August 20, 2019	Court document confirms Barrick fired by ex-NPCA CAO	<a href="https://www.wellandtribune.ca/news-story/9559529-court-document-confirms-barrick-fired-by-ex-npca-cao/">https://www.wellandtribune.ca/news-story/9559529-court-document-confirms-barrick-fired-by-ex-npca-cao/</a>	Neutral	44,739	\$1,655
iHeartRadio Newstalk 610	August 21, 2019	NPCA CAO RAISES CONCERNS WITH PROVINCIAL LETTER CALLING FOR FOCUS ON 'CORE MANDATE'	<a href="http://www.iheartradio.ca/610cktb/news/npca-cao-raises-concerns-with-provincial-letter-calling-for-focus-on-core-mandate-1.9820734">http://www.iheartradio.ca/610cktb/news/npca-cao-raises-concerns-with-provincial-letter-calling-for-focus-on-core-mandate-1.9820734</a>	Neutral	118,971	\$4,400
Hamilton Spectator	August 21, 2019	<b>NPCA told to 'wind down' non-core programs</b>	<a href="https://www.thespec.com/news-story/9559553-npca-told-to-wind-down-non-core-programs/">https://www.thespec.com/news-story/9559553-npca-told-to-wind-down-non-core-programs/</a>	Neutral	N/A	N/A
Niagara at Large	August 21, 2019	<b>In Doug Ford's Ontario</b> , Climate Protection Took Another Hit This Week	<a href="https://niagaraatlarge.com/2019/08/21/in-doug-fords-ontario-climate-protection-took-another-hit-this-week/">https://niagaraatlarge.com/2019/08/21/in-doug-fords-ontario-climate-protection-took-another-hit-this-week/</a>	Neutral	N/A	N/A
Niagara Falls Review	August 21, 2019	<b>NPCA told to 'wind down' non-core programs</b>	<a href="https://www.niagarafallsreview.ca/news-story/9559553-npca-told-to-wind-down-non-core-programs/">https://www.niagarafallsreview.ca/news-story/9559553-npca-told-to-wind-down-non-core-programs/</a>	Neutral	57,693	\$2,135
St. Catharines Standard	August 21, 2019	<b>NPCA told to 'wind down' non-core programs</b>	<a href="https://www.stcatharinesstandard.ca/news-story/9559553-npca-told-to-wind-down-non-core-programs/">https://www.stcatharinesstandard.ca/news-story/9559553-npca-told-to-wind-down-non-core-programs/</a>	Neutral	186,032	\$6,883
Welland Tribune	August 21, 2019	<b>NPCA told to 'wind down' non-core programs</b>	<a href="https://www.wellandtribune.ca/news-story/9559553-npca-told-to-wind-down-non-core-programs/">https://www.wellandtribune.ca/news-story/9559553-npca-told-to-wind-down-non-core-programs/</a>	Neutral	44,739	\$1,655
NOTL Local	August 23, 2019	<b>Bioblitz at Ball's Falls Saturday</b>	<a href="https://notllocal.com/2019/08/23/bioblitz-at-balls-falls-saturday/">https://notllocal.com/2019/08/23/bioblitz-at-balls-falls-saturday/</a>	Positive	N/A	N/A
Niagara Falls Review	August 25, 2019	Citizen scientists take nature selfies for BioBlitz	<a href="https://www.niagarafallsreview.ca/news-story/9565597-citizen-scientists-take-nature-selfies-for-bioblitz/">https://www.niagarafallsreview.ca/news-story/9565597-citizen-scientists-take-nature-selfies-for-bioblitz/</a>	Positive	57,693	\$2,135
St. Catharines Standard	August 25, 2019	Citizen scientists take nature selfies for BioBlitz	<a href="https://www.stcatharinesstandard.ca/news-story/9565597-citizen-scientists-take-nature-selfies-for-bioblitz/">https://www.stcatharinesstandard.ca/news-story/9565597-citizen-scientists-take-nature-selfies-for-bioblitz/</a>	Positive	186,032	\$6,883
Welland Tribune	August 25, 2019	Citizen scientists take nature selfies for BioBlitz	<a href="https://www.wellandtribune.ca/news-story/9565597-citizen-scientists-take-nature-selfies-for-bioblitz/">https://www.wellandtribune.ca/news-story/9565597-citizen-scientists-take-nature-selfies-for-bioblitz/</a>	Positive	44,739	\$1,655
Niagara at Large	August 26, 2019	The Climate Change Crisis – We All Have a Role to Play Ft. Member Ed Smith	<a href="https://niagaraatlarge.com/2019/08/26/the-climate-change-crisis-we-all-have-a-role-to-play/">https://niagaraatlarge.com/2019/08/26/the-climate-change-crisis-we-all-have-a-role-to-play/</a>	Neutral	N/A	N/A

Niagara NOW	August 26, 2019	Falling Into The Lake: A comprehensive look at Niagara's eroding shoreline	<a href="http://www.niagaranow.com/news.phtml/2535-falling-into-the-lake-a-comprehensive-look-at-niagaras-eroding-shoreline">http://www.niagaranow.com/news.phtml/2535-falling-into-the-lake-a-comprehensive-look-at-niagaras-eroding-shoreline</a>	Neutral	5,107	\$189
CBC Hamilton	August 27, 2019	'We desperately need clarity' about province's plans, says conservation authority chair	<a href="https://www.cbc.ca/news/canada/hamilton/conservation-authority-core-mandate-1.5260484">https://www.cbc.ca/news/canada/hamilton/conservation-authority-core-mandate-1.5260484</a>	Neutral	18,467	\$680
CBC News	August 27, 2019	'We desperately need clarity' about province's plans, says conservation authority chair	<a href="https://www.cbc.ca/news/canada/hamilton/conservation-authority-core-mandate-1.5260484">https://www.cbc.ca/news/canada/hamilton/conservation-authority-core-mandate-1.5260484</a>	Neutral	8,105,401	\$74,975
Niagara Falls Review	August 28, 2019	Analysis: Are high lake levels the new normal?	<a href="https://www.niagarafallsreview.ca/news-story/9568658-analysis-are-high-lake-levels-the-new-normal-/">https://www.niagarafallsreview.ca/news-story/9568658-analysis-are-high-lake-levels-the-new-normal-/</a>	Neutral	57,693	\$2,135
Niagara this Week	August 28, 2019	Analysis: Are high lake levels the new normal?	<a href="https://www.niagarathisweek.com/news-story/9568658-analysis-are-high-lake-levels-the-new-normal-/">https://www.niagarathisweek.com/news-story/9568658-analysis-are-high-lake-levels-the-new-normal-/</a>	Neutral	12,965	\$480
Welland Tribune	August 28, 2019	Analysis: Are high lake levels the new normal?	<a href="https://www.wellandtribune.ca/news-story/9568658-analysis-are-high-lake-levels-the-new-normal-/">https://www.wellandtribune.ca/news-story/9568658-analysis-are-high-lake-levels-the-new-normal-/</a>	Neutral	33,000	\$6,500
Haldimand Press	August 29, 2019	Second public education meeting set for Lake Erie shoreline study	<a href="https://haldimandpress.com/second-public-education-meeting-set-for-lake-erie-shoreline-study/">https://haldimandpress.com/second-public-education-meeting-set-for-lake-erie-shoreline-study/</a>	Neutral	N/A	N/A
Niagara this Week	August 30, 2019	AMO was a chance to say thank you to province: Pelham CAO	<a href="https://www.niagarathisweek.com/news-story/9574198-amo-was-a-chance-to-say-thank-you-to-province-pelham-cao/">https://www.niagarathisweek.com/news-story/9574198-amo-was-a-chance-to-say-thank-you-to-province-pelham-cao/</a>	Neutral	12,965	\$480
Narcity	August 31, 2019	You Can Freak Yourself Out With Creepy Rock Carvings In This Mysterious Ontario Forest	<a href="https://www.narcity.com/travel/ca/on/cave-springs-conservation-area-near-niagara-is-the-perfect-spooky-trip">https://www.narcity.com/travel/ca/on/cave-springs-conservation-area-near-niagara-is-the-perfect-spooky-trip</a>	Positive	3,224,120	\$29,823
Print						
Niagara Falls Review	August 26, 2019	Citizen scientists take nature selfies for BioBlitz	<a href="https://www.pressreader.com/canada/the-niagara-falls-review/20190826/281509342848209">https://www.pressreader.com/canada/the-niagara-falls-review/20190826/281509342848209</a>	Positive	34,000	\$2,925
Niagara this Week	August 26, 2019	Citizen scientists take nature selfies for BioBlitz	N/A	Positive	161,400	\$9,744

St. Catharines Standard	August 26, 2019	Citizen scientists take nature selfies for BioBlitz	N/A	Positive	57,000	\$3,537
Welland Tribune	August 26, 2019	Citizen scientists take nature selfies for BioBlitz	N/A	Positive	33,00	\$2,925
Broadcast						
Newstalk 610 CKTB	August 14, 2019	BioBlitz: David DeRocco and Alicia Powell	<a href="http://www.iheartradio.ca/610cktb/audio/david-derocco-alicia-powell-1.9756483">http://www.iheartradio.ca/610cktb/audio/david-derocco-alicia-powell-1.9756483</a>	Positive	118,971	\$4,400
Newstalk 610 CKTB	August 15, 2019	ROUNDTABLE ROUND #2 (LIZ BENNEIAN, CHRIS LOWES)-NPCA Budget	<a href="http://www.iheartradio.ca/610cktb/audio/roundtable-round-2-liz-benneian-chris-lowes-1.9762661">http://www.iheartradio.ca/610cktb/audio/roundtable-round-2-liz-benneian-chris-lowes-1.9762661</a>	Negative	118,971	\$4,400
Newstalk 610 CKTB	August 16, 2019	DAVE BYSLMA AND LISE GAGNON - NPCA	<a href="http://www.iheartradio.ca/610cktb/audio/dave-byslma-and-lise-gagnon-npca-1.9777164?mode=Article">http://www.iheartradio.ca/610cktb/audio/dave-byslma-and-lise-gagnon-npca-1.9777164?mode=Article</a>	Neutral	118,971	\$4,400

**Report To: Board of Directors**

**Subject: Draft NPCA Client Service Standards for Plan and Permit Review**

**Report No: FA-91-19**

**Date: September 18, 2019**

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**Recommendation:**

1. **THAT** Report No. FA-91-19 RE: Draft NPCA Client Service Standards for Plan and Permit Review **BE RECEIVED.**
2. **THAT** the Board **DIRECT** staff to circulate the Draft NPCA Client Service Standards for Plan and Permit Review to each municipality within the NPCA jurisdiction for comment.
3. **THAT** the Board **DIRECT** staff to post the Draft NPCA Client Service Standards for Plan and Permit Review on the NPCA website for a minimum of 30 days for public comment.
4. **THAT** the Board **DIRECT** staff to bring a Report of the final draft document to the November 20, 2019 Board Meeting for review and approval.

**Purpose:**

The purpose of this Report is to provide the Board with the Draft NPCA version of the Conservation Ontario Client Service Standards for Plan and Permit Review and to seek approval from the Board to obtain comments from municipalities within the NPCA watershed and the public on the draft document.

**Background:**

As part of recent legislative changes, Conservation Authorities, through Conservation Ontario, have prepared Guidance Documents on client service and streamlining approvals processes.

A draft of each of these Guidance Documents were made available for review by Conservation Ontario (CO) to conservation authority CAOs/GMs, CA Planning Contacts and CA Section 28 Regulations Contacts on April 11, 2019 along with background information on the CO Client Service and Streamlining Initiative. Following the review period by Conservation Authorities (CA), the Guidance Documents were provided to municipal and industry stakeholders (AMO, BILD, OHBA and RESCON) for review. Comments received from both review periods were incorporated into the final documents.



On June 24, 2019, CO Council voted to endorse the three guidance documents, which included a revised timeline for CA permit applications below the current standards set out in "Policies and Procedures for CA Plan Review and Permitting Activities (2010), as a best practice. The NPCA Chair, who is the voting delegate on Conservation Ontario Council participated in this vote to endorse the documents.

At the August 14, 2019 NPCA Board of Directors meeting, Report FA-88-19 was received for information and carried by Resolution FA-191-19. This report provided the Board with the 3 Guidance Document Templates to be modified and utilized by the NPCA.

### **Discussion:**

From reviewing the 3 Guidance Documents provided by CO, NPCA determined that the Client Service Standards for Conservation Authority Plan and Permit Review was the most pressing to implement.

By using the CO template to create the Draft NPCA Client Service Standards for Plan and Permit Review document, it not only provides clear guidance to both staff and the public on response times and submission requirements for review, but also identifies NPCA's actions in order to help the Province achieve its objective of increasing housing supply while protecting public health, safety and the environment.

This document utilizes best practices for client service standards and is a tool to assist NPCA staff and applicants through the plan and permit review process.

### **Financial Implications:**

There are no costs associated with seeking comments from each of the municipalities or the general public on this draft document.

However, to achieve the new timelines and customer service standards desired by Bill 108 and the Draft NPCA Client Service Standards for Plan and Permit Review (based on CO endorsed template), as well as keep pace with growth within the watershed 2 new positions are included in the draft 2020 operating budget to be considered by the Board at their September 18, 2019 meeting. These positions are: Planning and Permitting Technician and an additional Regulations Officer. Both positions have been identified as growth positions in the 2020 Operating Budget totaling approximately \$170,000.00 and can be recovered through regular levy.

**Related Reports and Appendices:**

Appendix 1 – Draft NPCA Client Service Standards for Plan and Permit Review

Appendix 2 – Report FA-88-19 Conservation Ontario Guidance Documents for CA Planning and Regulations Program – Client Service and Streamlining Initiative (appendices that formed this report are not included)

**Authored by:**

Original Signed by

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

**Submitted by:**

Original Signed by

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D. Gayle Wood, BES, CMMIII  
Interim CAO/Secretary-Treasurer



# Draft NPCA Client Service Standards for Plan and Permit Review

To Be Endorsed: Draft

# Draft NPCA Client Service Standards Plan and Permit Review

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## Background

In April 2019, Conservation Ontario (CO) Council endorsed the CO Client Service and Streamlining Initiative. This initiative identifies actions to be taken by CAs, in order to help the Province achieve its objective of increasing housing supply while protecting public health and safety, and the environment. CO developed three documents to support the initiative:

1. CA-Municipality MOU Template for Planning and Development Reviews;
2. Guideline for Client Service Standards for Conservation Authority Plan and Permit Review; and
3. Guideline for CA Fee Administration Policies for Plan Review and Permitting.

It is important to note that a number of CAs already have comprehensive service delivery standards, MOUs, and fee structures and associated fee policies/guidelines in place. The 2019 CO documents supplement existing CA documents to support the Province's objective as noted above.

CO used existing CA resources to form a guideline that includes best practices for client service standards. The CO guideline includes several best practices to assist CAs and applicants through the CA approval process. Local CA client service procedures and policies should be consistent with this CO guideline.

NPCA has utilized the CO Client Service Standards for Conservation Authority Plan and Permit Review guidance document to create a localized standard within our watershed.



## Conservation Authority Roles and Activities

The role of the NPCA in plan input and review (i.e. Planning), and in permit review (i.e. Permitting) is summarized below.

### Planning – Plan Input and Review

The NPCA is involved in the review of planning applications under the *Planning Act* in five ways: as an agency with provincially delegated responsibility for the natural hazard policies of the Provincial Policy Statement (PPS); as a municipal technical advisor; as a public body under various regulations made under the *Planning Act*; as a watershed-based resource management agency and as landowners.

- The NPCA is delegated responsibility under the Provincial One Window Planning System for Natural Hazards. NPCA reviews municipal policy documents and development applications under the *Planning Act* and ensures they are consistent with the natural hazard policies of the PPS. This delegated provincial responsibility is also typically included in local CA- Municipal Memorandum of Understandings (MOUs) for municipal plan review. In this delegated role, Conservation Authorities represent the “Provincial Interest” in planning exercises with respect to natural hazards.
- The NPCA may also provide technical advice to municipalities for planning applications through service agreements or MOUs. In this capacity, NPCA staff may provide technical input on potential environmental impacts and how impacts can be avoided or minimized. Comments may apply to a range of matters according to the MOU including, but not limited to: natural hazards, natural heritage, water quality and quantity, stormwater management, and other Provincial Plans such as the Oak Ridges Moraine Conservation Plan, Niagara Escarpment Plan, Greenbelt Plan, Growth Plan for the Greater Golden Horseshoe; certain policies referred to in the *Lake Simcoe Protection Act*, *Great Lakes Protection Act*, and *Clean Water Act*; as well as local Official Plan policy and zoning by-law implementation.
- *Planning Act* Regulations require municipalities to give notice to the NPCA regarding changes to policy documents such as Official Plans and Zoning By-laws and planning applications, such as plans of subdivision.
- The NPCA provides additional comments related to local watershed management as a watershed-based resource management agency.
- The NPCA is also a landowner, and as such, may become involved in the planning and development process either as a proponent or in a third-party capacity as an adjacent landowner.

Generally, municipalities act as planning approval authorities and are responsible for the planning process. It is recognized that the NPCA may not have a role in all *Planning Act* applications, but for purposes of this guideline and the identification of best practices, it is assumed that there is a review role for the NPCA. A summary of the roles of the NPCA in plan review is included below in **Table 1**.

**Table 1: NPCA Role in Plan Review**

Role	Type of Role	Required, Through Agreement or Voluntary	Representing	Result
Regulatory Agency (S. 28 of the <i>Conservation Authorities Act</i> )	Decision Making	Required	Provincial Interests	CA responsible for decision
Delegated "Provincial Interest"	Review/ Commenting	Required	Provincial Interest	Comments must be considered by municipality
Public Bodies	Review/ Commenting	All	Authority Interests	Comments should be considered by municipality
Service Provider	Service	Through Agreement	Terms of Agreement (MOU)	Dependent upon terms of the agreement
Landowners	Review/ Commenting / Proponents	Voluntary	Authority Interests	Comments may be considered by the municipality

### Permitting – Permit Review

The CA issues permits under Section 28 of the *Conservation Authorities Act*. Section 28 allows the CA to regulate development and activities in or adjacent to river or stream valleys, shorelines of the Great Lakes-St. Lawrence River system and inland lakes, watercourses, hazardous lands (e.g. unstable soil, bedrock, and slopes), wetlands and other areas around wetlands. Development taking place on these lands may require permission from the CA to confirm that the control of flooding, erosion, dynamic beaches, pollution or the conservation of land are not affected.

The CA also regulates the straightening, changing, diverting or interfering in any way with the existing channel of a river, creek, stream, and watercourse or for changing or interfering in any way with a wetland.

Upon proclamation of the new S. 28 under the *Conservation Authorities Act*, the NPCA would also consider whether the activity is likely to create conditions or circumstances that, in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property.

As CAs are responsible for the review of S. 28 permit applications, they have greater control over the timeliness of approvals as compared to their role in plan input and review.

## Guideline: Client Service Standards for Plan and Permit Review

This guideline, on client service standards for plan and permit review, is divided into the following **key matters** that support process streamlining, efficiency and transparency:

- **Online decision support tools**
- **Application management and review**
- **Level of service**
- **Performance evaluation and reporting.**

In addition to the above, **Appendix A** includes an example “general complete application submission for S. 28 permit applications”, with important footnotes. **Appendix B** includes the example CA client service delivery charter, which could be modified further for the local planning and permit review program while **Appendix C** includes the NPCA client service delivery charter.

### 1. Online Decision Support Tools

The NPCA will ensure that these decision support tools are available to the public on the NPCA website and at the NPCA main office. These tools and documents include:

- Online screening maps
- CA-Municipal MOU or technical service agreements
- CA plan review and regulation approvals policies, procedures and guidelines
- CA technical checklist for planning applications
- CA complete application requirements for S. 28 permit applications
- CA fee policies and schedules for planning and permit applications
- CA Client Service Standards Commitment/Policy.

#### 1.1 Online screening maps

Planning applications are typically examined by NPCA planners and water resources engineers and may be reviewed by other technical staff such as hydrogeologists, geotechnical engineers, ecologists, regulations, etc. Critical advice is provided using the best available, most up to date science and information.

It is important to recognize that mapping can be updated for various reasons, for example, site-specific studies or new and updated guidelines will influence the mapping. In the “Made-in-Ontario Environment Plan”, the Province has also identified the need to support environmental planning and to update natural hazard technical guidelines to reflect climate change.

Online screening maps allow clients to efficiently screen development projects, while also supporting transparency and public access to essential information. The following **best practices** can help manage online screening maps, with a priority placed on the NPCA regulated area screening map:

- The NPCA will ensure that Board approved screening map for the NPCA regulated areas is available to watershed municipalities and the public.
- The screening map will allow for users to view the NPCA regulated areas as a separate data layer [map showing the overall NPCA S. 28 Regulation Limits].
- The NPCA regulated area maps shall be updated per the “Procedure for Updating Section 28 Mapping: Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulations”, endorsed by Conservation Ontario Council April, 2018.
- The NPCA regulated area maps will be reviewed and updated on an annual basis (at minimum) for housekeeping changes; and from time to time to maintain accuracy, for example when new provincial technical guidelines are available.
- The updated mapping shall be approved by the NPCA Board in a timely fashion, prior to making it available to the public.
- The NPCA shall ensure accurate reporting of mapping updates, public consultation (to provide information and receive comments), and notification to the Ministry of Natural Resources and Forestry (MNRF) per the “Procedure for Updating Section 28 Mapping: Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulations”, endorsed by Conservation Ontario Council April, 2018. The NPCA will notify the public of changes to mapped regulated areas.
- The NPCA regulated area screening map shall be searchable by municipal address and ARN if possible.
- The applicable criteria for the NPCA regulated area map, for example provincial technical guidelines, shall be made available on the NPCA website if the guideline is a public document. If the guideline is not made public, then the NPCA will provide general contact information such that the user can request further information from the

organization that issued the guideline.

- The NPCA will have an agreement that includes a clear disclaimer statement for users of the available map layers. The agreement should appear on top of the map layer such that the user must click “Accept” before being able to view the map layer. See the **Example Disclaimer Introduction box in Appendix D**, which **as a best practice** can be inserted at the beginning of the disclaimer statement for improved clarity. Note the following important matters regarding click-wrap and data sharing agreements:
  - There may be general clauses in the disclaimer that apply to all CAs, but the dataset-specific inclusions will vary from region to region depending on the source of the data, who owns the Intellectual Property (IP), and other variables. This variation will apply to each unique layer that the CA includes in their web mapping application.
  - Data layers such as natural feature mapping etc. are typically obtained from external sources; therefore diligence is required while displaying these. Add links to where additional data may be obtained beyond NPCA regulated area mapping such as Natural Heritage Information Centre (NHIC) etc. for wetland data, Areas of Natural and Scientific Interest (ANSI) etc.
  - NPCA has access to the Assessment Parcel layer as sub- licensees through the Ontario Parcel Alliance (OPA), which is administered by the Province of Ontario through Land Information Ontario (LIO). The OPA is an agreement between the Province, Municipal Property Assessment Corporation (MPAC) and Teranet and sets out specific requirements that need to be met before parcel data can be used on a web mapping application. A schedule needs to be completed and signed and the NPCA must display certain language in our application as a condition of use.
  - Orthophotography comes to the NPCA from a variety of sources – one of which is municipal partners. Each of these would come with their own specific agreement that would include various rights and obligations. Provincial acquisitions (like SWOOP, SCOOP, FRI and DRAPE), for example, stipulate that these images cannot be displayed on public facing web mapping applications under any circumstances within a two-year period following their capture. They then can be used with acknowledgment of the Crown copyright, etc.
  - A best practice for NPCA is to strive toward making our data available for direct download. An open data licence can help protect against legal action. This licence should be made available on the website and easily accessible by the public.



- At the discretion of the NPCA, other information layers may also be provided, for example: floodlines, wetlands, parcel boundaries, source protection areas, intake protection zones, wellhead protection areas, etc. The NPCA must ensure that relevant best practices are followed for all displayed layers.
- Mapping that informs plan review and technical services can be very complicated, and the services provided by each CA vary depending on the MOU with each municipality. The NPCA website and fee schedules should include plain language descriptions of the types of services and mapping provided by the NPCA.

## 1.2 Other relevant documents

As a **best practice**, the NPCA will post relevant decision support tools and documents on our website. NPCA-Municipal/Regional/County MOUs or technical service agreements will be posted on NPCA website to allow the public to understand how the NPCA works with local municipalities for plan review and technical services. In addition, the NPCA website will include other decision support tools such as: NPCA plan review policies/guidelines; CA Act regulation approvals policies/guidelines; NPCA technical checklist for planning applications; and NPCA complete application requirements and checklists for S. 28 permit applications. NPCA fee policies and schedules and the Client Service Standards Commitment/Policy will also be publicly available on our website.

## 2. Application Management and Review

### 2.1 Application Management

The following are **best practices** to ensure that applications are managed efficiently:

- The NPCA will implement an internal application tracking system to support efficiency and transparency. Applications are prioritized based on a few factors such as the order in which they are submitted, the complexity, and whether the permit applications are complete or resubmissions required. Planning applications may be prioritized based on discussions with and in agreement with the associated municipality.
- The NPCA will identify a senior planning and permitting staff member as a one-point contact to be the 'client service facilitator' for issues management around plan review and/or permit applications. The senior NPCA staff person working in this capacity should participate in regular meetings with the development community in our watershed. For the NPCA this contact person will be the Director, Watershed Management or their designate.

- The NPCA will prioritize S. 28 permit applications for emergency works to respond to circumstances that pose a risk to life and/or property. The NPCA will note this in our MOU's with the Niagara Region, City of Hamilton and Haldimand County and any additional MOU's that may be required.

Each application differs on specifics of the project, location, and the nature, scale and scope of the proposed development. Applications also may have various supporting technical studies. The different types of applications that are received by the NPCA may include, for example:

- *Planning Act* Applications (Official Plan Amendments, Zoning By-law Amendments, Minor Variances, Plans of Subdivision and Condominium, Site Plan Control, etc.)
- Permissions under S. 28 of the *Conservation Authorities Act* (soil placement/ re-grading, industrial development, construction of homes, relocations of watercourses, construction of accessory structures such as sheds, etc.).

Developments may undergo both planning and permitting review from the NPCA. Although there is a need to ensure that *Planning Act* applications are coordinated with S. 28 permit applications, these are two distinct application processes. *Planning Act* applications must meet requirements under the *Planning Act*, Provincial Policy Statement, Official Plans and any applicable provincial plan, whereas S. 28 applications need to meet the requirements of the *Conservation Authorities Act* and NPCA Regulation 155/06 (or as amended).

The emphasis should be on **land use planning first**, which must consider the same land use constraints that the NPCA regulates through the S.28 regulations. **Involvement of the NPCA in the planning process supports good land use planning, which in turn helps to avoid situations where an application is approved under the *Planning Act* that cannot be approved under S.28 of the *Conservation Authorities Act***

## 2.2 Application Categories

### 2.2.1 Plan Input and Review Activities under the Planning Act

Municipalities circulate the following types of planning documents and applications made under the *Planning Act* to the NPCA:

- Official Plans and Plan amendments
- Zoning By-laws and amendments, Holding By-laws, Temporary Use By-laws and Interim Control By-laws
- Plans of Subdivision or Condominium
- Site Plan Control
- Consents/Land Division
- Minor variances

#### 2.2.1a Plan Input

Under the CO/MNRF/MMAH MOU on CA Delegated Responsibilities, NPCA has responsibility for representing the “Provincial Interest” for natural hazard policies (s. 3.1) of the Provincial Policy Statement, 2014 (PPS) under the *Planning Act*. The MOU with the Province commits all CAs to review policy documents and development proposals processed under the *Planning Act*. NPCA also have a commenting role in approval of new or amended ‘Special Policy Areas’ for flood plains under Section 3.1.3 of the PPS, where such designations are feasible.

Many CAs enter into technical service agreements or MOUs with municipalities for plan input advisory services. As a **best practice**, the CA-Municipal MOU should mutually establish service standards which should include the timelines for circulation and review of planning documents. Refer to the CO template for CA-Municipal MOU.

#### 2.2.1b Plan Review

Some applications require significant NPCA staff involvement for review. These may include highly complex projects requiring technical review and comprehensive analysis, or smaller, site specific applications with complex technical reviews. Some applications involve large developments with significant natural hazards, environmental impacts, or multiple approvals. Generally, these include Plans of Subdivision and Condominium, and complex Site Plan Control applications often coupled with Official Plan or Zoning By-law amendments.

Some projects have less of an environmental impact than major projects. They could require scoped technical studies. These projects typically have a lower level of hazard risk. Based on the proximity of the project to regulated areas, these planning applications are reviewed by NPCA staff and generally require standard recommendations to the municipality.

The NPCA determines the fees for each planning application in accordance with approved fee schedules. The fee schedules are based on the complexity of the application and technical review required, which influences the staff time and resources needed for the review.

Certain activities proposed under planning applications may also trigger the need for a CA Act S. 28 permit (see below).

### *2.2.2 Permit Application Streams*

As per the CO guideline, NPCA defines permit applications as “major”, “minor” or “routine”, to support the streamlining of the application review process. This is aligned with or exceeds the standards of the “Policies and Procedures for Conservation Authority Plan Review and Permitting Activities”, published by the Ministry of Natural Resources and Forestry in 2010.

It is recognized that many CAs divide permit applications into more streams than the three described in this guideline, for example: minor, standard/routine, complex, compliance (where works have been undertaken or is in process of being undertaken without prior approval from the CA), restoration (where works have been undertaken that do not comply with the CA S. 28 policies and procedures, and restoration/remediation measures are required), etc.

It is also recognized that some CAs divide permit applications into different streams for the purpose of determining appropriate fees, or separately for the purpose of determining the permit decision timeline.

In the CA service standards, **as a best practice**, the CA should clearly define and distinguish streams that are for determining fees and streams that are for determining permit decision timelines. The NPCA, as a best practice, will provide a break-down of fees within each category of application to clarify fees or timelines for application submissions. For the purpose of determining permit decision timelines, the applications will be categorized into the three main streams of: **major, minor and routine permit applications**. This supports an easier understanding by the public and streamlining of the process.

- **Major applications** for S. 28 permits require significant staff involvement. They could be highly complex projects, for example, large subdivisions requiring technical review supported by comprehensive analysis, or smaller scale site specific applications that require complex technical reviews. The proposals may involve developments with significant natural hazards, environmental impacts, or multiple approval processes requirements. Generally, these would include Plans of Subdivision and Condominium, large Site Plan Control applications, and major infrastructure development. Major applications could also include those where works have been undertaken, or are in process of being undertaken, without prior approval from the NPCA; and those where works have been undertaken that do not comply with the CA S. 28 policies and restoration/remediation measures are required.

- Permit applications for development projects could be considered **minor** in nature due to the project size, level of risk, location, and/or other factors. These have minor impacts on the control of flooding, erosion, dynamic beaches, pollution or the conservation of land. Based on the proximity of the project to the hazard, the minor permit applications are reviewed by NPCA staff and generally require standard recommendations or conditions. Minor permit applications could be those involving, for example, minor fill; minor development; and minor site alteration where there is a high degree of certainty that issues associated with natural hazards are minimal.
- **Routine** permit applications are activities that are documented through another approval process or are determined to have limited impacts on the control of flooding, erosion, dynamic beaches, pollution or the conservation of land. Routine permit applications could be those involving, Standard Compliance Requirements under the Drainage Act and Conservation Authorities Act Protocol and non-habitable buildings and structures that are less than 10 m<sup>2</sup> in size.

Upon proclamation of the new S. 28 under the *Conservation Authorities Act*, the CA would also consider whether the activity is likely to create conditions or circumstances that, in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property.

## 2.3 Pre-consultation

### 2.3.1 Integrated Pre-consultation for Planning Applications

Generally, municipalities act as planning approval authorities and are responsible for the planning process, including pre-consultation under the *Planning Act*. As NPCA has a provincially delegated responsibility related to S. 3.1 of the PPS, it is important that NPCA is circulated applications well in advance of review deadlines to ensure that natural hazard matters are addressed.

Therefore, **integrated pre-consultation with the Planning Approval Authority is a best practice, best achieved through the CA-Municipal MOU by including provisions to involve the CA in pre-consultation** and associated meetings on *Planning Act* applications. This supports clarity and certainty on the extent of the NPCA review and responsibilities under the *Planning Act*, and also under S. 28 of the *Conservation Authorities Act*. For complex projects, it is recommended that other relevant approval agencies, such as the Ministry of Transportation, participate in the integrated pre-consultation with the planning approval authority (see example of collaborative and efficient planning in text box below). For less complex planning applications, pre-consultation could be conducted through phone calls, emails, and a review of online screening maps.



As a **best practice**, the NPCA should ensure that the comments provided as part of the pre-consultation are included in the municipal record. For complex projects, the initial pre-consultation meeting should include a discussion of major milestones with projected timelines, as well as a commitment to ongoing discussion throughout the process. As a **best practice**, the NPCA will document any follow-up technical meetings with the applicant and provide them with a copy to ensure clarity (including information related to projected timelines, process, checklists etc.). This will help to streamline the process for both the applicant and the NPCA.

The NPCA will work with municipalities and other agencies to ensure the pre-consultation processes are effective in specifying the application requirements, encouraging quality submissions, and meeting circulation timelines. Other **best practices** that support streamlined planning processes include allowing the NPCA to pre-screen natural hazard technical studies from an application prior to a municipality deeming it complete, including NPCA technical checklists as part of complete application requirements found within a municipality's Official Plan, establishment of clear submission guidelines, etc. For very complex projects, the NPCA may consider the use of a design charrettes involving all parties, which is an expanded and more intense version of a pre-consultation. Design charrettes can be quite successful when appropriate ground rules are established and sufficient information about the application and the site is available prior to the meeting.

It is recognized that substantial changes to a proposal or new information from a site visit after pre-consultation may warrant further pre-consultation and/or changes to the NPCA technical checklist for studies.

### *2.3.2 Pre-consultation for Permit Applications*

Pre-consultation provides an opportunity for the NPCA and applicant to discuss the proposal; for the NPCA to determine whether the application is major or minor; and to notify the applicant of complete application requirements for our review of the application. However, as mentioned earlier, as CAs are responsible for the review of S. 28 permit applications, there is greater control over the timeliness of approvals.

Applicants are strongly encouraged to engage in pre-consultation with the NPCA prior to submitting an application. **It is the applicant's responsibility to ensure an appropriate level of pre-consultation has occurred to avoid unnecessary delays in the review of their application.** Standard application review periods assume that pre-consultation has been conducted and that the application meets the requirements as outlined in the CA S.28 permit review guidelines.

The NPCA should ensure that staff resources are provided to offer timely pre-consultation opportunities. A **best practice** for NPCA is to ensure that the landowner or authorized agent is included in pre-consultation meetings or at a minimum receives correspondence regarding their application. This ensures clear communication with the agent/consultant, landowner and NPCA. At the pre-consultation meeting, the staff shall review the technical checklist with the applicant to identify the appropriate studies/technical information for the proposal.

The NPCA is responsible for the review of S. 28 permit applications, including arranging pre-consultation meetings, site visits, permit decision timelines, etc. As per the “Policies and Procedures for Conservation Authority Plan Review and Permitting Activities”, published by the Ministry of Natural Resources and Forestry in 2010 the NPCA will determine whether the permit application is major or minor and outline any outstanding information requirements **within 21 days of the pre-consultation meeting**, as indicated in **Table 2**. It is recognized that substantial changes to a proposal or new information from a site visit after pre-consultation may warrant further pre-consultation and/or changes to the NPCA complete application requirements.

Often because of the level of pre-consultation undertaken prior to submission of an application, the NPCA moves seamlessly towards processing the application and issuing the permit. NPCA may choose to only notify applicants where the application is determined to be major (for the purpose of permit decision timelines), or the application is incomplete within 21 days. There is no need to notify an applicant that the application is complete if the permission can be issued prior to end of the 21 day period.

As a **best practice**, the NPCA shall document and track comments provided during the pre-consultation and thereafter. A paper trail of the meeting and details will be provided to the applicant to ensure everything is clear from the onset (expectations, process, checklists etc.) to streamline the process for both the applicant and the NPCA.

## 2.4 Application Submission Quality

Applicant requirements will be scoped based on the complexity of the project. For applications requiring technical studies, applicants are strongly encouraged to ensure that these studies are properly scoped through pre-consultation before planning and permit applications are submitted. Specific guidance in this regard will need to be sought from NPCA staff. Properly developed technical studies will support timely review by the NPCA. Guidelines for review timelines cannot be adhered to when submissions are incomplete, and information is received in an uncoordinated fashion.

Technical submissions by the applicant must meet good practice and industry standards to minimize resubmissions and avoid unnecessary delay. As a **best practice** NPCA should consider requiring the applicant, as part of the covering letter, to have a professional confirm that an application is complete (where warranted). Ultimately, quality control is the responsibility of the applicant, to ensure studies are consistent and properly referenced (e.g. location, city).

### *2.4.1 Planning Application Submissions*

The commitment to review timelines assumes that application submissions are complete. Some Official Plans stipulate the complete application requirements. Planning applications will be deemed complete by the municipality, not by the NPCA, however consultation with NPCA staff before deeming an application complete is a **best practice** when the NPCA will be reviewing technical studies and/or plans in support of an application submission.

**As a best practice, the NPCA should work with the municipality to get NPCA technical checklists included as part of complete application requirements in municipal Official Plans.** Therefore, municipalities would inform the applicant about the NPCA technical checklists as part of municipal complete application requirements.

The NPCA should request the municipality to require the applicant to include a sign off sheet with the technical work to confirm that the work meets good practice and acceptable, current industry standards for technical studies and was completed by persons with relevant qualifications and experience. This **best practice** may help ensure adequate quality of technical studies, which supports NPCA review.

During the review of the application, NPCA staff may request additional information if it has been determined that the application does not contain sufficient and/or good quality technical analysis. Note that reviews may be done by “peer reviewers” as well as NPCA staff. Delays in timelines for decision making may occur due to requests for additional information to address errors or gaps in information submitted for review.

### *2.4.2 Permit Application Submissions*

Upon receipt of an application, NPCA staff will review the application requirements for the specific project. **Within 21 business days of receipt** of a permit application, the NPCA will either issue the permit or for more complex projects, notify the applicant in writing whether the application has been deemed complete or not, as indicated in **Table 2**. In order to make the determination of a complete application the NPCA checks if the application meets submission requirements. The complete application determination does not mean that the application meets all of the tests of the S. 28 regulation. A general list of recommended requirements for a complete application for S. 28 permits is provided in **Appendix A**.

The NPCA shall require the applicant to include a sign off sheet with the technical work to confirm that the work meets good practice and acceptable, current industry standards for technical studies and was completed by persons with relevant qualifications and experience. This **best practice** may help ensure adequate quality of technical studies, which supports NPCA review.

If the applicant disagrees with the complete application decision the applicant may contact the senior NPCA staff serving as a ‘client service facilitator’ for applications issue management first. If not satisfied, the applicant can request an administrative review by the NPCA Chief

Administrative Officer and then if not satisfied, the NPCA Board. The review will be limited to a complete application policy review and will not include review of the technical merits of the application. During this review, this list of required information will be assessed, and a determination will be made.

During the review of the application, NPCA staff may request additional information if it has been deemed that the application does not contain sufficient technical analysis. Delays in timelines for decision making may occur due to requests for additional information to address errors or gaps in information submitted for review. A S. 28 permit application may be put in abeyance or returned to the applicant, pending the receipt of further information leading to a re-submission. If necessary, this could be confirmed between both parties in correspondence or in an email or as a signed "Agreement to Defer Decision", to clarify mutually agreeable tasks and timelines, and avoid premature refusals of permits due to inadequate information.

## 2.5 Re-submission

Amendments to previous submissions or additional information such as technical analysis required as a result of the review process or site investigation may affect the application review timelines. Re-submissions are different between plan review and permitting. As NPCA manages the S. 28 permitting process, there are best practices that NPCA can use to ensure better quality submissions that help streamline the process.

**Some best practices** are summarized below.

- When a planning or permit application is determined to be incomplete, the NPCA will provide a document containing a detailed list of information needed. The applicant must describe how each item is addressed in a covering letter upon re-submission, to indicate that all deficiencies have been addressed and itemized. This will help expedite the subsequent review process.
- Meeting with NPCA staff to review substantial changes to an application is a positive step and can speed up review times.
- If a resubmission also modifies other areas of a report or plans that affect an area of interest to the NPCA, it is a best practice for an applicant or consultant to identify these new changes as well.
- The NPCA may choose to adopt a 'start and stop' **best practice**, whereby the decision timeline for a permit application is stopped - until a re-submission is made.

Re-submissions affect the Level of Service timelines for permit decisions. Re-submissions that are the result of insufficient studies/submissions may be subject to additional fees, which shall be clearly laid out in the NPCA Board approved fee schedule.

Re-submissions can be minimized through: pre-consultation and meeting the NPCA

complete submission requirements - for S. 28 permit applications; and meeting the municipal complete application requirements as well as the NPCA technical checklist for planning applications. This message should be reiterated to applicants at the pre-consultation stage.

### 3. Level of Service

NPCA is committed to meeting timelines for development applications, and meeting service standards. The key steps that form the cornerstone of an efficient and effective review process are provided in **Table 2** below.

**Table 2: Steps to an Efficient and Effective Conservation Authority Review Process**

	<b>Planning Act Application</b>	<b>S. 28 Permit Application</b>
<b>Pre-consultation</b>	Integrated pre-consultation with the Planning Approval Authority	Pre-consultation with the applicant
<b>Application circulation/submission</b>	<p>Consultation with NPCA staff prior to municipality deeming applications complete. Complete circulation of the planning application, including the necessary technical reports and plans by the municipality to the NPCA well in advance of the review deadline set by the municipality.</p> <p>Consultation with NPCA staff before deeming an application complete is a best practice when the NPCA will be reviewing technical studies and/or plans in support of an application submission.</p>	Complete submission of the S. 28 application, including the necessary technical reports.
<b>Quality of submission</b>	Good-quality applications including submission of all components, such as technical studies, requested during pre-consultation.	

### 3.1 Planning Applications Timelines

Decision making timelines for municipal planning are set out in the *Planning Act*. It is important to note that each municipality has its own planning process; therefore, the standardization of NPCA comment timelines for all planning applications is not a straightforward matter.

As a **best practice**, the CA-Municipal MOU should mutually establish service standards which should include the timelines for circulation and review of planning applications. Refer to the CO template for CA-Municipal MOU. There may be some modification to these review timelines for individual applications with discussion and agreement amongst the applicant, municipal and NPCA staff during the pre-consultation stage and provided that the requirements of the *Planning Act* are met.

**To achieve a streamlined approval process, the NPCA relies heavily on each municipality to include the CA in pre-consultation meetings, consult with the CA prior to deeming applications complete; and to circulate the planning application, technical reports and plans well in advance of the NPCA review deadline set by the municipality.** This, along with the NPCA participation during pre-consultation and the applicant meeting the NPCA technical checklist with good quality studies, is vital to the NPCA meeting level of service timelines for planning applications.

Other **best practices** for the NPCA include ensuring that front line staff are trained to understand the tight planning turnaround times and the importance of good information and data management.

### 3.2 Permit Applications Timelines

Service standards for Section 28 permit applications are specified by the Ministry of Natural Resources and Forestry (MNRF) in the “Policies and Procedures for Conservation Authority Plan Review and Permitting Activities (2010)”. This CO guideline suggests three additional best practices based on practical input from CAs. These details are summarized below and shown in **Table 3**.

As a **best practice**, the NPCA will make every effort to be consistent with the timelines shown in **Table 3**. It is important to note that the NPCA has the ability to identify a target timeline for completion that is reduced from these timelines.



**Table 3: Level of Service for CA Review of S. 28  
Permit Applications**

**Note:** The timelines contained within this table have been developed as best-practices for NPCA staff. The timeline guideline is recommended as a client service target for CAs and represent a significant improvement to the timelines provided in the MNRF 2010 Guideline entitled “CA Roles and Responsibilities in Plan Review and Permitting”; the timeline guideline for major permits change from a total of 132 to 63 calendar days and for minor permits change from a total of 72 to 42 calendar days. **All timelines presented exclude statutory holidays.**

<b>Application Process Step</b>	<b>Timeline</b>
Notification of complete application requirements for the purpose of review of the permit application by the NPCA, start of “paper trail” documentation, and discussion of timelines and fees – <b>Pre-consultation</b>	<ul style="list-style-type: none"> <li>• <b>Major permit applications: Within 14 days</b> of the pre- consultation meeting.</li> <li>• <b>Minor permit applications: Within 7 days</b> of the pre- consultation meeting.</li> </ul> <p>This will include <b>confirmation of whether the application is considered major or minor</b>, if the applicant has provided adequate information (including the scope and scale of the work) for the NPCA to make that determination. NPCA may choose to only notify applicants where the application is determined to be <b>major</b>. This eliminates unnecessary paperwork for minor applications. Substantial changes to a proposal or a site visit after pre-consultation may impact this timeline.</p>
Notification whether the permit application is considered <b>complete (i.e. it has met submission requirements) for the purpose of NPCA review</b>	<ul style="list-style-type: none"> <li>• <b>Major permit applications: Within 21 days</b> of the application being received.</li> <li>• <b>Minor permit applications: within 14 days of the application being received.</b> NPCA may choose to only notify applicants where the application is determined to be <b>major</b>. This eliminates unnecessary paperwork for minor applications while the process moves seamlessly to a decision.</li> <li>• <b>Routine permit applications: within 10 days of the applications being received.</b> NPCA may choose to only notify applicants where the application is determined to be <b>major</b>. This eliminates unnecessary paperwork for minor applications.</li> <li>• NPCA may issue a permit prior to the end of the 21 day period. In that case, no notification of complete application would be received.</li> <li>• Note that if the application is incomplete, the decision timeline does not begin.</li> </ul>

Decision (recommendation to approve or refer to a hearing) – <b>Major application</b>	<ul style="list-style-type: none"> <li>• <b>Within 28 days</b> after a complete application is received.</li> <li>• Within 30 additional business days upon each <b>re- submission</b>.</li> </ul>
Decision (recommendation to approve or refer to a hearing) – <b>Minor application</b>	<ul style="list-style-type: none"> <li>• <b>Within 21 days</b> after a complete application is received.</li> <li>• 15 additional business days upon each <b>re- submission</b>.</li> </ul>
Decision (recommendation to approve or refer to a hearing) – <b>Routine application</b>	<ul style="list-style-type: none"> <li>• <b>Within 14 days</b> after a complete application is received.</li> <li>• 7 additional business days upon each <b>re- submission</b></li> </ul>

If the NPCA has not made a decision with regard to an application made under S.28 within the appropriate timeframes noted above, the applicant may contact the ‘client service facilitator’ for applications issue management first. If the applicant is not satisfied with the response from the client service facilitator, the applicant can submit a request for administrative review by the Chief Administrative Officer, and then if not satisfied, the NPCA Board. It should be noted that the review timelines may be affected by unexpected circumstances. Clear communication with the municipality and applicant is essential in these situations to establish expectations and new timelines.

### 3.3 Summary of Best Practices

**Table 4** summarizes the best practices provided within this guideline to support the streamlining of NPCA review of planning and permit applications. It is divided into those best practices that support the NPCA review of planning applications or permitting applications or both. It is important to refer to the sections identified for the full context and applicability of the practice.

**Table 4: Summary of Best Practices**

No.	Summary of Best Practices	Section
<b>CA Review of <i>Planning Act</i> Applications</b>		
1.	The CA-Municipal MOU should include provisions to involve the NPCA in pre-consultation	2.3.1 Pre-consultation for Planning
2.	The NPCA should work with the municipality to get CA technical checklists included as part of complete application requirements in municipal Official Plans	2.4.1 Planning Application Submissions
3.	The NPCA should request the municipality to: include a signoff sheet with the technical work to confirm that the work meets good practice and acceptable, current industry standards for technical studies and was completed by persons with relevant qualifications and experience.	2.4.1 Planning Application Submissions
4.	The CA-Municipal MOU should mutually establish service standards which should include the timelines for plan review applications	3.1 Planning Application Timelines
<b>CA Review of applications made under S. 28 of the <i>Conservation Authorities Act</i></b>		
1.	The NPCA regulated area will be displayed as a separate data layer in the online screening map	1.1 Online Screening Maps
2.	The NPCA will ensure that an approved and updated screening map for the NPCA regulated area is available to watershed municipalities and the public. The updates will be done per the "Procedure for Updating Section 28 Mapping: Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulations", endorsed by Conservation Ontario (April, 2018).	1.1 Online Screening Maps

No.	Summary of Best Practices	Section
3.	The screening map will be searchable by municipal address if possible.	1.1 Online Screening Maps
4.	The NPCA will make the mapping rationale available.	1.1 Online Screening Maps
5.	The NPCA will have an agreement that includes a clear disclaimer statement.	1.1 Online Screening Maps
6.	NPCA website and fee schedules shall include plain language descriptions of the types of services and mapping provided by the NPCA.	1.1 Online Screening Maps
7.	The NPCA will define permit applications as “major”, “minor” or “routine”	2.2.2 Permit Application Streams
8.	The NPCA should try to ensure that the landowner or authorized agent is included in pre-consultation meetings or as a minimum receive correspondence regarding their application	2.3.2 Pre-consultation for Permit Applications
9.	The NPCA should require the applicant to: include a sign off sheet with the technical work to confirm that the work meets good practice and acceptable, current industry standards for technical studies and was completed by persons with relevant qualifications and experience.	2.4.2 Permit Application Complete Submissions
10.	The NPCA will make every effort to be consistent with the suggested process and timelines provided in the Ministry of Natural Resources and Forestry (MNRF) publication “Policies and Procedures for Conservation Authority Plan Review and Permitting Activities” (2010) and this CO guideline.	3.2 Permit Application Timelines
11.	The NPCA should reiterate the technical checklist for studies to applicants at the pre-consultation meeting	2.5 Re-submission

No.	Summary of Best Practices	Section
<b>CA Review of <i>Planning Act</i> and S. 28 Applications</b>		
1.	The NPCA will manage applications efficiently by: <ul style="list-style-type: none"> <li>• Implementing an internal application tracking system.</li> <li>• Identifying a senior NPCA staff contact to be the 'client service facilitator' for plan review and/or permit applications issue management.</li> <li>• The NPCA will prioritize applications for emergency works to respond to circumstances that pose a risk to life and/or property. The CA will note this in the local CA- municipal MOU.</li> </ul>	2.1 Application Management
2.	The NPCA will post all online decision support tools online.	1. Online Decision Support Tools (and 1.1,1.2)
3.	The NPCA will identify a senior CA staff serving as a 'client service facilitator' for planning and permit applications issue management	2.1, 2.4.2, 3.2, Appendix B

As reiterated throughout this guideline document, **the costs associated with implementing the best practices can be recovered through CA fees.**

#### 4. Performance Evaluation and Reporting

Service information summaries, performance evaluations, and associated reporting strongly support transparency, process improvements and efficiency. Example report tables are provided below. Performance evaluation must be reported to the NPCA Board. Most of the information should be included in the public NPCA Annual Reports. The NPCA will endeavor to make this transition no later than summer 2020.

Service delivery and workload information summaries should be reported on a yearly basis including five year actuals. The summary should include a brief description of the program, and capture unusual increases, trends, or routine workloads. **Table 5** provides an example of reporting on annual workloads.

**Table 5: Example of Reporting on Workload Actuals**

<b>Applications/Inquiries</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Number of Permit applications</b>	101	108	221	165	202
<b>Number of Planning</b>	25	40	110	90	131
<b>Number of Landowner inquiries* (resulting in comments)</b>	51	57	34	60	45
<b>Number of Lawyer inquiries (resulting in comments)</b>	36	47	90	104	113
<b>Number of hearings</b>					

\*The CA can choose to further divide this into: no. of Property Inquiries, no. of Permit Inquiries

The planning and permit review processes must be evaluated on a yearly basis using key performance indicators (KPIs) such as:

- Application review times (see **Table 6**).
- Percent of target timelines that were achieved (see **Table 7**).
- A summary of deferred or delayed applications, reported to the NPCA Board.
- Identification of publicly available tools, agreements, policies that guide reviews and decision-making:
  - Online screening map
  - CA-Municipal MOUs or Technical Service Agreements
  - NPCA plan review and regulation approvals policies, procedures and guidelines
  - NPCA technical checklist for planning applications
  - NPCA complete application requirements for S. 28 permit applications
  - NPCA Fee schedules
  - NPCA Client Service Standards Commitment/Policy.
- If available, client feedback on performance: responsiveness, cooperation, accessibility, issuance of clear guidance.

Some CAs also provide staff time allocation tracking summaries by program (i.e. plan input vs plan review vs permit vs infrastructure/environmental assessments etc.), to support tracking review process performance, assist in supporting justification for fees, and to find process inefficiencies and efficiencies for staffing and resource allocation. The NPCA may choose to include this within the performance evaluation if the information is readily available.



**Table 6: Example for Reporting on Permit Application Review Time**

Permit Application Stream	No. of permit applications reviewed with decision in 2018			
	Pre-Consultation within 21	1-30 days	31-90 days	> 90 days
<b>Routine</b>	10	10	0	0
<b>Minor</b>	7	58	0	0
<b>Major</b>	15	3	40	0

**Table 7: Example for Reporting on Timelines Achieved**

Application Type	Percent of Applications where the Timeline is Achieved
Official Plan Amendments*	80%
Zoning By-law Amendments*	72%
Plans of Subdivision*	66%
Site Plan Control*	89%
Consents (Severances)*	76%
Minor Variances*	88%
S. 28 Permits**	85%

\*Compared to planning application related timelines set in the CA-Municipal MOU

\*\*Compared to CA Level of Service timelines for S. 28 permit applications

## Sources of Information

- Provincial Direction:
  - Policies and Procedures for Conservation Authority Plan Review and Permitting Activities. Ministry of Natural Resources and Forestry. 2010.
- Conservation Ontario Council endorsed procedures:
  - Procedure for Updating Section 28 Mapping: Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulations. Conservation Ontario Section 28 Regulations Committee. 2018
- CA Policy and Procedural Manuals:
  - Planning and Development Procedural Manual. Toronto and Region Conservation Authority. 2010.
  - Plan Review Manual. Lower Trent Region Conservation Authority. March 2019.
  - Planning and Development Administrative Procedural Document. Credit Valley Conservation Authority. 2011.
  - Rules of Procedure for Permit Application Review and Approval in Accordance with Ontario Regulation 180/06 as amended by Ontario Regulation 63/13 made under Section 28 of the Conservation Authorities Act. Lakehead Region Conservation Authority. July 2018.
  - Ontario Regulation 163/06 Policy document. Lower Trent Region Conservation Authority. October 2018.
  - Ontario Regulation 155/06 Policy document
- Performance Reporting:
  - CA Staff Report to Board on Customer Service Plan for the Planning and Regulations Program. Long Point Region Conservation Authority. June 17, 2017.
- CA-Municipal Memoranda of Understanding:
  - Memorandum of Understanding Between The Regional Municipality of Halton, City of Burlington, Town of Halton Hills, Town of Milton, Town of Oakville, Halton Region Conservation Authority, Credit Valley Conservation Authority, and Grand River Conservation Authority. For An Integrated Halton Area Planning System. July 16, 2018.
- Online Mapping Resources:
  - Lake Simcoe Region Conservation Authority. Ontario Regulation 179/06 Regulated Areas Mapping. Available at:
  - <https://maps.lsrca.on.ca/EH5Viewer/index.html?viewer=LSRCARegulations>
  - NPCA Ontario Regulation 155/06 Regulated Areas Mapping. Available at: <https://npca.ca/administration/permits>

## Appendix A: General Submission for a S. 28 Permit Application

A signed and dated Application for Permit form (complete with the applicant's contact information) shall be submitted, along with the other applicable information. This application can be submitted either in digital or hard copy. If the property owner is not applying, then obtain a letter from the property owner identifying that the applicant can act as the agent. The scale and complexity of the proposal will determine which of the studies, reports or design drawings will be needed for the application. A listing of potential studies that may be required can be found at <https://npca.ca/administration/permits>. The level of detail required for most of the studies and reports can vary widely depending on the property and the proposal. In some situations, a single-page letter from a qualified expert will be sufficient, while in other cases a major study will be necessary.

### *Permission to Develop*

A signed application may contain, but is not limited to the following information:

- 2 hard copies and one digital copy of the plan of the area showing the type and location of the development
- the proposed use of the buildings and structures following completion of the development; including clarification of municipal or private services (before and after development)
- the approximate start and completion dates of the development
- the elevations of existing buildings, if any, and grades and the proposed elevations of buildings and grades after development
- access/egress on the plan (before and after development)
- drainage details before and after development
- a complete description of the type of fill proposed to be placed or dumped
- signed land owner authorization for the NPCA to enter the property\*
- technical studies/plans as required to meet the regulatory provisions of CA Act S.28\*\*.
- submission of the prescribed fee set by the NPCA for review of the application.

### *Permission to Alter*

The NPCA may grant a person permission to straighten, change, divert, or interfere with an existing channel of a river, creek, stream, or watercourse or to change or interfere with a wetland. A signed application may contain, but is not limited to the following information:

- 2 hard copies and one digital copy of the plan of the area showing plan view and cross-section details of the proposed alteration
- a description of the methods and equipment to be used in carrying out the alteration and access/egress to do the work if applicable
- the start and completion dates of the alteration
- a statement of the purpose of the alteration
- signed land owner authorization for the NPCA to enter the property
- technical studies/plans as required to meet the regulatory provisions of CA Act S.28\*\*
- submission of the prescribed fee set by the NPCA for review of the application.

\*May not be applicable for works completed under the *Drainage Act*-see *Drainage Act* and *Conservation Authorities Act* Protocol for more details.

\*\* These should include a sign off sheet with the technical work to confirm that the work meets good practice and acceptable, current industry standards for technical studies and was completed by persons with relevant qualifications and experience.

## Appendix B: Example - Client Service Delivery Charter for CA Plan and Permit Review Program

We aim to provide a high standard of effective and efficient service to all of our customers of the plan and permit review program. This charter explains our service commitment.

Who are our customers?

- clients of plan and permit application review program including watershed residents, legal staff, real estate staff, engineering and consultants
- municipal and provincial governments

Our commitment to our customers. We will:

- provide customer service that is timely, welcoming and helpful
- provide knowledgeable, professional and courteous service
- treat you with respect, fairness, openness and equality
- ensure it is easy and convenient to contact us
- identify a CA staff as the '**client service facilitator**' for issue management
- maintain customer confidentiality and abide by all privacy legislation
- work to provide accessible services and to the provision of alternate formats, consistent with the *Accessibility Standards for Customer Service*
- ensure our customer service locations are safe and healthy environments

Our customer service standards. We will:

- answer telephone calls to our main reception in person whenever possible during office hours; outside of office hours or when it is not possible to answer a call in person, ensure that messages are forwarded to appropriate staff **within two business days**
- ensure all staff provide a courteous and accurate voicemail greeting indicating when they will be available to respond to messages
- acknowledge receipt of mail, voicemail and email **within two business day**
- explain our processes
- review S. 28 applications **per timelines specified in the Client Service Standards** and planning applications **per the CA-Municipal MOU**
- keep customers informed of timelines and explain if there will be a delay
- post notice of service disruptions on our website and telephone system
- respect our customers' time by keeping scheduled appointments, and strive to attend to general queries from customers without appointments **within two business days**
- use plain language wherever possible, and provide more detail or explanation when asked
- **post screening tools online** including CA regulated area maps, policies, procedures and guidelines, technical checklist for planning applications, complete application requirements for S. 28 permit applications, fee policies and schedules, Client Service Standards

Continuous improvement. We will:

- ensure that all customers have the opportunity to provide feedback on the service received through a CA feedback form
- monitor feedback and review performance regularly, and provide an annual report to our customers via our website
- review our commitments and standards annually

What we expect from our customers. We ask that you please:

- Participate in pre-consultation meetings
- Provide quality technical submissions and complete applications
- Provide requested information or technical resubmissions in a timely fashion
- behave courteously towards our staff and other customers
- be respectful of posted rules including those regarding parking, smoking and pets
- respect our 'no gifts' policy

***Approved by the CA Board of Directors.***



## Appendix C: NPCA - Client Service Delivery Charter for Plan and Permit Review Program

NPCA aims to provide a high standard of effective and efficient service to all of our customers of the planning and permitting review program. This charter explains our service commitment.

Who are our customers?

- clients of the planning and permitting application review program include: watershed residents, legal staff, real estate staff, engineering firms and consultants
- municipal and provincial governments

### **Our commitment to our customers. We will:**

- provide customer service that is timely, welcoming and helpful
- provide knowledgeable, professional and courteous service
- treat you with respect, fairness, openness and equality
- ensure it is easy and convenient to contact us
- identify an NPCA senior staff (Director, Watershed Management or designate) as the '**client service facilitator**' for issue management.
- maintain customer confidentiality and abide by all privacy legislation
- work to provide accessible services and to the provision of alternate formats, consistent with the *Accessibility Standards for Customer Service*
- ensure our customer service locations are safe and healthy environments

### **Our customer service standards. We will:**

- answer telephone calls to our main reception in person whenever possible during office hours; outside of office hours or when it is not possible to answer a call in person, ensure that messages are forwarded to appropriate staff **within two business days**
- ensure all staff provide a courteous and accurate voicemail greeting indicating when they will be available to respond to messages
- acknowledge receipt of mail, voicemail and email **within two business days**
- explain our processes
- review S. 28 applications **per timelines specified in the Client Service Standards** and planning applications **per the CA-Municipal MOU**
- keep customers informed of timelines and explain if there will be a delay
- **post notice of service disruptions on our website, telephone system and within our e-mail signatures**
- respect our customers' time by keeping scheduled appointments, and strive to attend to general queries from customers without appointments **within two business days**
- use plain language wherever possible, and provide more detail or explanation when asked
- **post screening tools online** including NPCA regulated area maps, policies, procedures and guidelines, technical checklist for planning applications, complete application requirements for S. 28 permit applications, fee policies and schedules, Client Service Standards

**Continuous improvement. We will:**

- ensure that all customers have the opportunity to provide feedback on the service received through a NPCA feedback form
- monitor feedback and review performance regularly, and provide an annual report to our customers via our website
- review our commitments and standards annually

**What we expect from our customers. We ask that you please:**

- participate in pre-consultation meetings
- provide quality technical submissions and complete applications
- provide requested information or technical resubmissions in a timely fashion
- behave courteously towards our staff and other customers
- be respectful of posted rules including those regarding parking, smoking and pets
- respect our 'no gifts' policy

## Appendix D: Example Disclaimer Introduction Box for Mapping

The mapping is for information screening purposes only, and shows the **approximate** regulation limits. The text of Ontario Regulation 155/06 supersedes the mapping as represented by this data layer. This mapping is subject to change. A site specific determination may be made by the NPCA.

This layer is the approximate limit for areas regulated under Ontario Regulation 155-06 – NPCA: Development, Interference with Wetlands and Alterations to Shorelines and Watercourses, which came into effect May 4, 2006 and was amended February 7, 2013. The Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation affects what and where a Conservation Authority can regulate. Specifically, this regulation allows the Conservation Authority to:

- 1) Prohibit, regulate or provide permission for development if the control of flooding, erosion, dynamic beaches, pollution or the conservation of land may be affected by the development.
- 2) Prohibit, regulate or provide permission for straightening, changing, diverting or interfering in any way with the existing channel of a river, creek, stream, watercourse or changing or interfering with a wetland.

**Report To: Board of Directors**

**Subject: Conservation Ontario Guidance Documents for CA Planning and Regulations Program - Client Service and Streamlining Initiative**

**Report No: FA-88-19**

**Date: August 14, 2019**

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**Recommendation:**

That Report No. FA-88-19 RE: Conservation Ontario Guidance Documents for CA Planning and Regulations Program - Client Service and Streamlining Initiative **BE RECEIVED** for information.

**Purpose:**

The purpose of this Report is to provide the Board with the three Conservation Ontario (CO) Endorsed guidance documents (attached as Appendices 1-3 to this Report) which outline best-practices for CA's in three areas of the planning and regulations programs.

**Background:**

As part of recent legislative changes, Conservation Authorities, through Conservation Ontario, have prepared Guidance Documents on client service and streamlining approvals processes.

A draft of each of these Guidance Documents were made available for review by Conservation Ontario to CAOs/GMs, CA Planning Contacts and CA Section 28 Regulations Contacts on April 11, 2019 along with background information on the CO Client Service and Streamlining Initiative. Following the review period by Conservation Authorities (CA), the Guidance Documents were provided to municipal and industry stakeholders (AMO, BILD, OHBA and RESCON) for review. Comments received from both review periods were incorporated into the final documents.

On June 24, 2019, CO Council voted to endorse the three guidance documents, which included a revised timeline for CA permit applications below the current standards set out in Appendix 4 "Policies and Procedures for CA Plan Review and Permitting Activities (2010), as a best practice.

**Discussion:**

The three guidance documents are intended to be used locally by each CA to create greater consistency when developing or updating Memorandum's of Understanding (MOUs/Service

Agreements), client service standards/commitments, and fee policies and schedules. While some of the information contained in these documents may be of use to a variety of programs within each CA, the focus of these three documents serve as a guideline within the planning and regulations program at each CA.

On July 19, 2019, Conservation Ontario sent out letters to the following stakeholders advising of Conservation Ontario's Council endorsement of the 3 guidance documents : The Building Industry and Land Development Association (BILD); Residential Construction Council of Ontario (RESCON); Association of Municipalities Ontario (AMO); and the Ontario Home Builders Association (OHBA). These letters are attached in Correspondence Items.

As such, staff will begin the process of using the CO endorsed guidelines identified in Appendices 1-3 of this Report to develop our own locally relevant documents to be brought back to the Board for endorsement at future meetings.

### **Financial Implications:**

While it is currently unknown what the financial implications will be as they relate to a Client-Centric focus, NPCA anticipates that there may be a need for increased staffing to ensure proper customer care and satisfaction. NPCA will monitor these requirements and report to the Board of Directors accordingly.

### **Appendices:**

Appendix 1 – CA-Municipality MOU Template for Planning and Development Reviews  
Appendix 2 – Client Service Standards for Conservation Authority Plan and Permit Review  
Appendix 3 – Guideline for CA Fee Administration Policies for Plan Review and Permitting  
Appendix 4 – Policies and Procedures for CA Plan Review and Permitting Activities (2010)

### **Authored by:**

#### **Original Signed by**

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

### **Submitted by:**

#### **Original Signed by**

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D. Gayle Wood, BES, CMMIII  
Chief Administrative Officer / Secretary-Treasurer

*Prepared with input from Conservation Ontario.*

**Report To: Board of Directors**

**Subject: Water Data Management System Purchase**

**Report No: FA-100-19**

**Date: September 18, 2019**

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**Recommendation:**

1. **THAT** Report No. FA-100-19 RE: Water Data Management System Purchase **BE RECEIVED.**
2. **THAT** the Board **APPROVE** the purchase of a water data management system.

**Purpose:**

The purpose of this Report is to obtain Board approval to allow for the purchase of the Water Information System Kisters (WISKI) data management system.

**Background:**

The acquisition of a water data management system was one of the projects that was identified for funding in 2019 from the Welland River Watershed fund pursuant to the Memorandum of Understanding between the NPCA and OPG approved by the NPCA Board on June 19, 2019 (Report No. FA-55-19 and Resolution No. FA-139-19).

As per Section 2.10 of the NPCA's Purchasing & Procurement Policy (revised December 16, 2015), a specific report to the NPCA Board of Directors shall be submitted when the acquisition of goods and services by the NPCA exceeds \$55,000.

**Discussion:**

NPCA staff have historically collected and stored groundwater and surface water quality and quantity data in a variety of different databases which were tailored specifically for the different programs when these programs were initiated over the years. This fact has led to difficulty in analyzing and quantifying the impacts of different events across programs. For instance, it is presently very difficult to determine the impacts of the timing and magnitude of a flood event on various water quality parameters within the watercourse and how this impacts the fluctuation and composition of the local groundwater.



In order to address this shortcoming, NPCA staff are proposing to purchase the industry standard **Water Information System Kisters (WISKI)** data management system which is currently utilized by 25 out of 36 Conservation Authorities, by the Ministry of Natural Resources and Forestry (MNRF), the Ministry of the Environment, Parks, and Conservation (MECP), and Ontario Power Generation (OPG).

WISKI (created by the Kisters Group) is a comprehensive system that will allow staff to efficiently collect, store, analyze, and report on groundwater and surface water quality (both chemical and biological) and quantity conditions within a single set of software.

Further it is important to note that this software will allow NPCA to undertake more rigorous analysis of the impacts of climate change within our jurisdiction.

WISKI also provides web services which will allow the NPCA to share this data internally and externally using standard data formats. This ability to share data is particularly seamless between agencies that utilize the WISKI software (like adjacent Conservation Authorities, the Province, and OPG).

There is other water management software available however, none have the flexibility, power, and the tools to analyze, report, and share data or are as widely utilized in Ontario as WISKI. The extensive list of high-end users within the water management industry is further evidence of the quality and value of this software package.

Implementing any new enterprise software solution is typically a large undertaking in terms of both time, money, and staff resources. To remove this limitation, the Kisters Group has implemented a series of technology hubs. The concept is that one central agency creates the system and then that system is made securely available to others via a Virtual Private Network (VPN) and remote desktop connection. Each agency has its own 'section' of the system which has been configured to meet their specific requirements.

As such, it is proposed that the NPCA join the Western Conservation Authority Hub hosted by the Upper Thames Region Conservation Authority. Other participants in the Western Hub include:

1. Sudbury Conservation
2. Lakehead CA
3. Saugeen CA
4. Maitland CA
5. Ausable Bayfield CA
6. Lower Thames CA
7. Long Point CA
8. St Clair CA
9. Essex CA

### **Financial Implications:**

The cost to implement the Hub Option (at a \$59,000 initial expenditure with \$5,300 for annual support) is far more economically attractive than implementing the stand-alone option (at a cost of \$176,900 for the initial expenditure with an annual support cost of \$45,760). The Upper Thames Region Conservation Authority has hosted the Western Hub for many years and has an excellent track record of providing quick, dependable, and expert service to its members.

Acquisition of the WISKI water data management system Hub Option (at a cost of \$59,000) is proposed to be taken from the OPG Welland River Watershed fund currently sitting at a balance of \$1,262,342.00. The \$5,300 annual support cost will also be drawn from this fund.

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

The acquisition of the WISKI water data management system supports the 'Evidence-Based Watershed Resource Management' component of the NPCA's Strategic Plan, specifically: 'The NPCA will develop, resource, and implement a ten year technology and data integration strategy that will optimize the use of technology and better serve the various stakeholders of the Niagara Peninsula watershed.'

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

Appendix 1 – Niagara Peninsula Conservation Authority: WISKI Implementation (Aug. 9, 2019)

The following Report and Board Resolution is provided for reference only and not included as actual attachments:

1. Report FA-55-19 Ontario Power Generation (OPG) Memorandum of Understanding (MOU Update) - Board Resolution FA-139-19

### **Authored by:**

Original Signed by

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

### **Reviewed by:**

Original Signed by

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

### **Submitted by:**

Original Signed by

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D. Gayle Wood, BES, CMMIII  
Chief Administrative Officer/Secretary-Treasurer

# Niagara Peninsula Conservation Authority: WISKI Implementation



August 9, 2019

Submitted by KISTERS North America

WISKI helps you develop a comprehensive understanding of your water data.

## Letter of Transmittal

Mr. Steve Miller  
Niagara Peninsula Conservation Authority  
250 Thorold Road West; 3<sup>rd</sup> Floor  
Welland, ON  
Canada  
905-788-3135

August 9, 2019

### Proposal to Provide Environmental Data Management and Reporting System to NPCA

Dear Mr. Miller,

KISTERS North America is pleased to provide you with an implementation proposal following our ongoing discussions.

Enclosed please find:

Niagara Peninsula Conservation Authority: WISKI Implementation.....	1
Company Overview .....	3
Local Projects and Experience .....	4
System Implementation Types – Standalone vs Hub.....	5
Proposed Services & Deliverables.....	6
KISTERS Support and Maintenance.....	6
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## Company Overview

Headquartered in Aachen, Germany, the KISTERS Group was founded in 1963 as an environmental consulting firm that began developing software and analytical tools for hydrological data management in the early 1980s. The KISTERS Group has grown to a medium-sized enterprise with more than 500 employees worldwide. Over the past 30 years KISTERS has established itself as a global leader for time series data and environmental database management solutions, with subsidiaries in Europe, Australia, New Zealand, Asia and North America. The KISTERS North America (KNA) head office is located in Citrus Heights, California at 7777 Greenback Lane Suite 209, 95610. USA. The Canadian office is located in Guelph, Ontario and provides a point of contact as well as end-user and technical support.

The **Water Information System KISTERS (WISKI)** time series data management software solution provides a reliable and secure system to maintain all data including surface water, flow, level, water quality, ecology, runoff, precipitation, rating curves, discharge measurements, assets, metadata, and any other real time or discrete sampling data all in one location. The system will allow managers and staff to better organize long term continuous monitoring data, sampling records and daily information for internal and external analysis, reporting and data sharing. The system provides a way for entire sets of data to be automatically imported, validated and corrected; all while providing advanced calculations, statistics, graphing and reporting tools. The software provides the necessary tools for quick and powerful hydrological calculations, validations and corrections – all of which are performed in an easy to navigate system that is automatically tracking changes made to the data.

The NPCA team will benefit from a robust solution that is installed with an underlying Relational Database Management System in Oracle or Microsoft SQL. This configuration helps to ensure that data is easily accessible for long term analysis. The staff will import and manage all of their data through a central navigation element (explorer view, GIS map view, or a user defined launch pad view) for easy access. Staff can perform the required tasks for analysis, reporting and sharing of water data quickly and easily, saving time and ensuring quality control. The software will help improve data work flow efficiency in water quality data management, daily flow calculations, report generation, and provide web services to share data internally and externally using standard open water data formats. The benefits of using WISKI for managing water quality and discrete biological sampling data are proven with tools designed for organizing and tracking changes in water chemistry or species diversity.

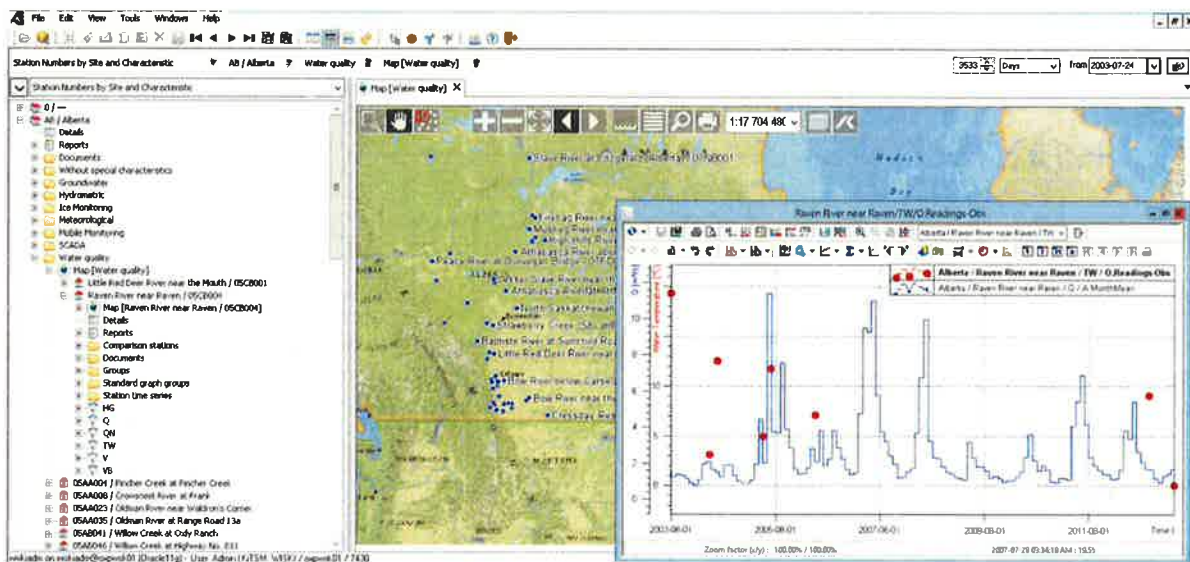


Figure 1 WISKI Explorer with map view and graph.

## Local Projects and Experience

WISKI is the preferred environmental data management solution for environmental agencies in Ontario, with many notable clients (see list below – CA refers to Conservation Authority). Currently, approximately 25 of the 36 Conservation Authorities use the WISKI solution to manage their environmental data.

WISKI Users in Ontario			
Ontario Power Generation	Upper Thames River CA	Saugeen CA	Central Lake Ontario CA
Ministry of Natural Resources and Forestry	Lower Thames River CA	Grand River CA	Otonabee CA
Ministry of Environment Conservation and Parks	St. Clair Region CA	Hamilton CA	Lower Trent CA
Ontario Clean Water Agency	Essex CA	Credit Valley CA	Quinte CA
South Nation CA	Long Point Region CA	Kawartha CA	Mississippi Valley CA
Cataraqui Region CA	Ausable Bayfield CA	Lakehead Region CA	Lake Simcoe CA
Rideau Valley CA	Maitland Valley CA	Nickel District CA	North Bay / Mattagami CA



Over the past three years KISTERS has become more involved in bringing together groups with like interests to discuss best practices and standardizations for data management. This has led to a streamlined data sharing and standardization process, which allows for all WISKI customers to automatically and passively share their open near real time (NRT) data among each other. This allows for significant expansion of monitoring networks at no cost to the partnering agency. This also provides a feedback loop between agencies that report to one another for critical issues like low-water response, flooding, or water quality exceedances. This interconnectivity has provided a strong business case for the Conservation Authorities and Provincial Ministries, such that the MNRF has historically provided both staff and monetary support to Authorities using the WISKI platform.

Data acquisition and analysis methods that have been developed by WISKI customers are often transferable and shared amongst the user base here in Ontario. Some notable examples include the HEC model integration completed by the Grand River Conservation Authority and the OBBN and PWQMN data consumption automation by Upper Thames River Conservation Authority. There is an online WISKI forum hosted by Mississippi Valley Conservation Authority that acts as a discussion board for users to interact and share ideas to reduce time and energy used on redeveloping a method that has been previously completed.

## System Implementation Types – Standalone vs Hub

Implementing any new enterprise software solution is usually a large undertaking in terms of both time and money. IT requirements, business rules, naming conventions, data source identification, and many other facets come into play that require time and energy from multiple parties to resolve. For some smaller Conservation Authorities, this simply is not a feasible approach: while they'd like to automate their environmental data collection and analysis, they simply do not have the resources to build a system on their own.

To remove this limitation, KISTERS has been implementing a series of technology hubs, which provide access to a previously developed system to external agencies. The core concept is that one well-funded central agency creates a system that is then made securely available to others via VPN and remote desktop connection. Each agency has its own 'section' of the system, which has been configured to meet their specific requirements. Rules regarding data access are strictly enforced for each agency to ensure that only the owners of the data have permissions to make edits/changes. This approach allows groups to develop a system much faster and much more cheaply, but does come with a few critical compromises. Namely, the system is no longer managed by a single entity, and individual groups must work within a group environment before making any desired changes to the overall structure of the system.

For groups that have the IT infrastructure, technical knowledge, and funding, a stand-alone system is always preferred. This allows complete control over all inputs, access points, and outputs from your system. System wide changes can be easily rolled out should a new business

rule, data source, or configuration change be desired. Simply put, there are no other parties or interests to contend with.

Pricing for both of these options are provided in the attached *Project Budget* spreadsheet included as a part of this proposal.

## Proposed Services & Deliverables

1. Kickoff Meeting (on-site or remote) to be determined:
  - a. Collection of information about the facilities to be monitored
  - b. Collection of information for system configuration, including;
    - i. Data collection points
    - ii. Naming conventions
    - iii. Organizational data management business rules
    - iv. Data validation rules
    - v. Data editing rules
    - vi. Statistical Analyses
    - vii. Threshold Criteria (Ministry Compliance Standards)
    - viii. Sensor Calibration / Maintenance remarks
  - c. Data import configuration
  - d. Data export configuration
  - e. Identify customized reports (if required)
  - f. Identify remote data collection requirements
2. 5 Consecutive days of:
  - a. Hands On Training on the solution's fundamentals and data analysis (2 days)
  - b. Project specific workshop (3 days)
3. 10 Days of Labour time, which can be allocated to:
  - a. Configuring automated data feeds
  - b. System Development
  - c. Historical Migration of Data
  - d. Custom Report Development
  - e. Open Data Access Configurations
  - f. Any remaining items identified at the end of the training/workshop

## KISTERS Support and Maintenance

KISTERS provides unlimited support and maintenance of their products via telephone, email, WebEx, and teamviewer from 8:00 AM – 8:00 PM EST. This includes helping users to troubleshoot any issues they may be experiencing with their system as well as providing

guidance as to best practices and approaches for generating specific data products. It includes access to all the latest releases and versions for all their products, along with any developments included in those versions.

Annual support and maintenance fees are 20% of the total software cost of the project.

## Project Budget

### Project Labour

With each KISTERS implementation, KISTERS will install the WISKI platform and then fully train local users in its use. The first two days are theory based and provide the necessary background with regard to how the system operates, system architecture, etc. The three day workshop is a hands on exercise where KISTERS staff and the users build up the data system. Typically by the end of the three day workshop, 95% of the system has been built and is ready for use. The remaining 5% is usually composed of one-off stations, specialized statistics, or unique datasets.

Days of off-site system build up are typically included to handle the development of any advanced custom features that NPCA may desire. These include data acquisition & formatting tasks (i.e. web scrapes, FTP downloads), customized calculations, and customized reports.

Labour prices are identified for both the Standalone and Hub implementation models in the *Project Budget* spreadsheet.

### Standalone System

This option will provide the Authority with full ownership and management of their WISKI database, all modules, and the support required to successfully complete the project. It will require on-site management of the database, telemetry, and all associated systems. Software pricing for this approach is identified in the *Project Budget* spreadsheet.

### Hub Membership

This option allows the Authority to use the software through a hosted solution in London, Ontario. This avoids the time and cost of implementing an on-site solution and provides significant software licensing savings. This approach provides the Authority with a flexible and powerful tool that can be accessed through a secure VPN tunnel. Conditions such as

downtimes, system availability, data security, and data ownership are all specified in the Hub Membership Agreement that participants must adhere to. Software pricing for this approach is identified in the *Project Budget* spreadsheet.

## Appendix A: References

### Ministry of Natural Resources and Forestry

Contact Name / Job Title	Gord Gallant / Hydrometric Specialist
Email / Telephone	<a href="mailto:Gord.gallant@ontario.ca">Gord.gallant@ontario.ca</a> / (705) 755-5200
Areas of Focus	Hydrology, Climate

### Ministry of Environment and Climate Change

Contact Name / Job Title	Christina Girjoaba / PGMN Database Management Officer
Email / Telephone	<a href="mailto:Christina.girjoaba@ontario.ca">Christina.girjoaba@ontario.ca</a> / (416) 235-6134
Areas of Focus	Groundwater Quality & Quantity

### Upper Thames River Conservation Authority

Contact Name / Job Title	Mark Helsten / Senior Water Resources Engineer
Email / Telephone	<a href="mailto:helstenm@thamesriver.on.ca">helstenm@thamesriver.on.ca</a> / (519) 451-2800 x 241
Areas of Focus	Surface & Groundwater quantity; Discrete and continuous water quality; Ecology; Climate;

### Quinte Region Conservation Authority

Contact Name / Job Title	Christine McClure / Water Resources Manager
Email / Telephone	<a href="mailto:cmcclure@quinteconservation.ca">cmcclure@quinteconservation.ca</a> / (613) 968-3434 x 130

Areas of Focus	Surface & Groundwater quantity; Discrete and continuous water quality; Ecology; Climate;
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#### Grand River Conservation Authority

Contact Name / Job Title	Mark McKinnon / IT Architect
Email / Telephone	<a href="mailto:mmckinnon@grandriver.ca">mmckinnon@grandriver.ca</a> / (519) 621-2763 x 2285
Areas of Focus	Surface & Groundwater quantity; Discrete and continuous water quality; Climate;

#### Lake Simcoe Region Conservation Authority

Contact Name / Job Title	Lance Aspden / Tributary Monitoring Coordinator
Email / Telephone	<a href="mailto:l.aspden@lsrca.on.ca">l.aspden@lsrca.on.ca</a> / (905) 895-1281 x 260
Areas of Focus	Surface & Groundwater quantity; Discrete and continuous water quality; Ecology; Climate;

#### Mississippi Valley Conservation Authority

Contact Name / Job Title	Chris McGuire / Water Resources Engineer
Email / Telephone	<a href="mailto:cmcguire@mvc.on.ca">cmcguire@mvc.on.ca</a> / (613) 253-0006 x270
Areas of Focus	Surface & Groundwater quantity; Climate;

## Appendix B: Product Summary

KISTERS has developed a broad range of products and modules over the past 30 years to address a wide variety of user needs. The quotes below lists the components required to address all the needs of the Authority. It is important to note that many of these features are often purchased and configured in stages to provide users time to adjust to their new system. Brief descriptions of each component are provided below for clarification as to their specific function.

**WISKI Admin Suite:** The Water Information System KISTERS (WISKI) is the core component of the proposed solution and represents over 30 years of development. It includes powerful analytical, visualization, and reporting engines as well as the flexibility and scalability required to satisfy all of the Authority's requirements. This is the core data management suite used to manage hydrometric data at most conservation authorities. The WISKI Admin Suite includes the Statistical Package, WISKI Map, BIBER, SKED, Time Series Manager, KiScript, and Schema.

**WISKI Statistical Package:** Integral to any WISKI system, the statistical package includes all the predefined hydrologic functions and validation algorithms.

**WISKI Map:** WISKI includes a mapping interface to display a series of ESRI base maps and locational information for each site.

**BIBER:** BIBER is flexible rating curve management tool integrated within the WISKI system, allowing users to easily manipulate, import, and export rating data.

**SKED:** Similar to BIBER, SKED is a rating curve tool integrated within the WISKI system to allow users to easily develop simple or complex ratings.

**WISKI Time Series Manager (TSM), KiScript, and Schema:** WISKI's ability to process extremely large volumes of data is a result of the Time Series Manager. KiScript is a proprietary language which allows the user to develop their own tools and extend the system's functionality. The WISKI database model (schema) is available upon request once a client has provided a signed non-disclosure agreement.

**WISKI Client:** The WISKI client is an extension of the WISKI Admin suite, building on the database structure created by the WISKI Admin Suite for additional users.

**WISKI Launchpad:** The Launchpad simplifies the WISKI system into a customizable dashboard for each user, whereby users can access commonly used operations and graphs with single-click functionality. This is our method of simplifying the system for less technical users.

**KISTERS Data Acquisition Tool (KiDAT):** The KiDAT module is an application designed to easily acquire and format data from any data source. This includes local storage drives, data loggers,



sondes, flow metres, web sites, FTP locations, etc. It is a fundamental component of automating data entry.

*KISTERS Distributed Services Manager (KiDSM)*: The KiDSM module is a KISTERS service similar to Windows Task Schedulers. KiDSM works in tandem with many of the KISTERS modules to act as an automaton, triggering events, downloads, data formatting, and various other services.

*KISTERS Water Quality Module (KiWQM)*: The KiWQM module is designed to quickly and efficiently validate, manage, and report on discrete data types. Originally designed for water quality, it has been applied to a wide variety of sampling data, including snow and soil surveys. It is fully integrated within the WISKI system, allowing information to be passed to WISKI's statistical package, visualization, and reporting engines for easy comparison to water quantity data.

*KISTERS Ecological Module (KiECO)*: KiECO is designed for efficient management, visualization, and reporting of all biological sampling information. Similar to KiWQM, it is fully integrated within the WISKI system to allow visual and statistical comparisons to both water quantity and quality data.

*KISTERS Interoperability Service (KiWIS)*: KiWIS is the KISTERS Web Service module, an API capable of both receiving and sending data to the WISKI system. This service can be used to interface with nearly any software outside of the system, including different modelling solutions (HEC-DSS, CHI, DHI, etc.) and is typically used to publish information from WISKI to websites, widgets, and other public forums.

*KISTERS Alarm Manager (KiAlm)*: KISTERS Alarm manager is a mass notification system used to alert users of flood or warning conditions. These are defined within the WISKI system for any time series, and be broadcast in a wide variety of formats (SMS, email, call, fax, etc.). This is a shared cost as another hub member has purchased this software at full value.

*SODA Server License*: SODA is the central management solution for all telemetered data brought into WISKI. It is a complete data acquisition, data storage, and dissemination solution utilizing push/pull features and supporting an enormous number of data loggers and communication methods.

Hub Pricing Overview		Price (CAD)
Software Total Option 1: WISKI Package with 1 License	\$	26,500.00
Annual Support and Maintenance (waived for 1st year)	\$	5,300.00
Total Labour	\$	32,500.00
<b>Project Total</b>	<b>\$</b>	<b>64,300.00</b>

Standalone Pricing Overview		Price (CAD)
Software Total	\$	114,400.00
Annual Support and Maintenance (waived for 1st year)	\$	45,760.00
Total Labour	\$	62,500.00
<b>Project Total</b>	<b>\$</b>	<b>222,660.00</b>

**Report To: Board of Directors**

**Subject: Updated NPCA Terms of Reference - Standing Committees**

**Report No: FA-101-19**

**Date: September 18, 2019**

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**Recommendation:**

1. **THAT** Report No. FA-101-19 RE: Updated NPCA Terms of Reference - Standing Committees **BE RECEIVED** for information.
2. **THAT** Members \_\_\_\_\_ **BE APPOINTED** to the Audit and Budget Committee.
3. **THAT** Members \_\_\_\_\_ **BE APPOINTED** to the Governance Committee.

**Purpose:**

The purpose of this Report is to update the NPCA Standing Committee Terms of Reference to ensure that new Board members have an opportunity to participate on Committees.

**Background:**

Over the years, NPCA has created a series of Standing and Ad Hoc Committees. Two reviews of these Committees have been undertaken in 2019 by the Chief Administrative Officer and the Clerk/EA to the CAO since March 2019.

The following represents the current Standing Committees of the Board of Directors:

Audit and Budget Committee  
Governance Committee  
Public Advisory Committee  
Welland River Floodplain Committee.

## **Discussion:**

Generally, Committee appointments are made at the Annual Meeting in January each year. However, with the final board appointees to the NPCA being completed by October 1, 2019, it is appropriate to provide new members with the opportunity to participate on Standing Committees.

With regard to the Welland River Floodplain Committee, it is important to note that Board Members representing the municipalities through which the Welland River flows, are automatically placed on the Committee to serve with community members. The Board Members appointed to this Committee include those representing the Region of Niagara from Niagara Falls, Welland, Thorold, Wainfleet, Pelham, and West Lincoln as well as the City of Hamilton. Staff recommend that this Committee remain as is given that the study on the Welland River is near completion.

Further, Report No. FA-120-19 regarding the Public Advisory Committee will be dealt with separately by the Board of Directors at their September 18, 2019 meeting.

Therefore, this Report deals solely with any additional appointments to both the Audit and Budget Committee as well as the Governance Committee.

## **Financial Implications:**

The NPCA budget allocates funds for four Standing Committee meetings annually, of each Committee, including up to 8 members. This will generally cost around \$2,435.00 annually for each Committee to operate (at a per diem rate of \$76.10 per member per meeting).

Links to Policy/Strategic Plan:

Both the Auditor General's Report as well as Bill 108 (amendments to the *Conservation Authorities Act*) addresses the importance of Advisory Committees. Staff are awaiting further information from the province regarding required Advisory Committee meetings as the mandate issue continues to be addressed.

## **Related Reports and Appendices:**

Appendix 1: Terms of Reference Audit and Budget Committee and Governance Committee

## **Submitted by:**

Original Signed by:

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D. Gayle Wood, BES, CMMIII  
Chief Administrative Officer/Secretary-Treasurer

# Niagara Peninsula Conservation Authority

## TERMS OF REFERENCE

### AUDIT AND BUDGET COMMITTEE

Date of Committee Review – April 15, 2019

Date of Board Approval – April 17, 2019

Draft Revised – September 18, 2019

#### Committee Type: Standing Committee

#### Committee Purpose and Scope:

The Audit and Budget Committee assists the Board of Directors in the provision of effective oversight of prudent fiscal management, by overseeing annual budget preparations, and annual review of the Audited Financial Statements. Specifically, key responsibilities include:

	Key Responsibilities
1	<ul style="list-style-type: none"><li>Reviewing financial accounting, reporting, and internal controls</li></ul>
2	<ul style="list-style-type: none"><li>Ensuring adequate controls are in place to safeguard the Authority's assets</li></ul>
3	<ul style="list-style-type: none"><li>Reviewing of Risk Assessments and Risk Mitigation Plans</li></ul>
4	<ul style="list-style-type: none"><li>Ensuring compliance with legal, ethical and regulatory requirements and standards</li></ul>

<b>5</b>	<ul style="list-style-type: none"> <li>Reviewing the annual budget approvals process, recommending general guidance to be used in preparing annual estimates, and reviewing draft budgets for presentation to the Board of Directors</li> </ul>
<b>6</b>	<ul style="list-style-type: none"> <li>Reviewing annual Audited Financial Statements, meeting with the NPCA's external Auditor and recommending the Statements to the Board of Directors for consideration</li> </ul>
<b>7</b>	<ul style="list-style-type: none"> <li>Recommending approval of the appointment, re-appointment or replacements of external auditors to the Board of Directors.</li> </ul>
<b>8</b>	<ul style="list-style-type: none"> <li>Reviewing the effectiveness of corporate reporting systems regarding administrative, program performance and the level of compliance with legislation, regulations, corporate objectives, policies and ethics and providing recommendations for improvements, as required</li> </ul>

### **Committee Authority:**

Reports and recommendations will be made by the Committee members and Committee minutes will be sent to the Board of Directors for review and approval.

### **Membership:**

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

### **Meeting Requirements:**

Meetings will be held at the call of the Committee Chair. Agendas will be prepared by staff with the approval of the Committee Chair and circulated five days in advance of the Committee meeting and posted on the NPCA website. Minutes will be prepared by staff and distributed to the Committee members and staff prior to the next meeting. Minutes will be forwarded to the Board of Directors for approval.

The Committee will operate openly with the aim of arriving at recommendations through consensus. However, votes may be called by the Committee Chair to advance the agenda. Results of the discussion will be reflected in the minutes.

### **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.

### **Resources/Budget:**

The work will be done by the Committee, NPCA staff and any duly procured and authorized consultant. Costs will be discussed by the Committee and if required, taken to the Board of approval.

# Niagara Peninsula Conservation Authority

## TERMS OF REFERENCE

### GOVERNANCE COMMITTEE

Date of Committee Review – March 27, 2019

Date of Board Approval – April 17, 2019

Revised September 18, 2019

#### Committee Type: Standing Committee

#### Committee Purpose and Scope:

The Governance Committee's scope is to review NPCA Procedural By-laws, code of conduct, conflict of interest, the NPCA policy manual and board roles and responsibilities.

Specifically, key responsibilities include:

	Key Responsibilities
1	<ul style="list-style-type: none"><li>Reviewing and recommending changes and approval of the NPCA Administrative By-law.</li></ul>
2	<ul style="list-style-type: none"><li>Reviewing and recommending changes to the NPCA's Code of Conduct policies, including the Conflict of Interest Policy.</li></ul>
3	<ul style="list-style-type: none"><li>Reviewing legislative changes to governance issues to ensure NPCA compliance.</li></ul>
4	<ul style="list-style-type: none"><li>Clarifying NPCA policy on members per diems and honorariums.</li></ul>

5	<ul style="list-style-type: none"> <li>• Reviewing the NPCA's Policy Manual and recommending any changes or new policies to the Board.</li> </ul>
6	<ul style="list-style-type: none"> <li>• Reviewing and recommending practices and procedures for Board meetings, such as board agenda content, consent agenda order of consideration.</li> </ul>

### **Committee Authority:**

On January 7, 2019, the NPCA Board of Directors passed the following resolution:

*“direct staff to draft the terms of reference to be approved by the Board regarding the formations of a governance committee comprised of 4-5 members to review NPCA policies, roles and responsibilities.”*

Decisions and recommendations, including amendments to the Terms of Reference, will be made by the Committee members and then sent to the Full Authority Board for approval.

### **Membership:**

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

### **Meeting Requirements:**

Meetings will be held at the call of the Committee Chair. Agendas will be prepared by staff with the approval of the Committee Chair and circulated five days in advance of a meeting and posted on the NPCA website. Minutes will be prepared by staff and distributed to the Committee members and Senior staff prior to the next meeting. Minutes will be forwarded to the Board of Directors for approval.

### **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.

### **Resources/Budget:**

The work will be done by the Committee, NPCA staff and any duly procured and authorized consultant. Costs will be discussed by the Committee and if required, taken to the Board of approval.

### **Decision-making:**

The committee will operate openly. All decisions will be made by committee votes. Results of the deliberations and subsequent votes will be reflected in the minutes.

**Report To: Board of Directors**

**Subject: 2020 NPCA Operating Budget**

**Report No: FA-102-19**

**Date: September 18, 2019**

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**Recommendation:**

1. **THAT** the Draft NPCA Operating and Capital Budget Guidelines Document – 2020 **BE RECEIVED**.
2. **THAT** Report No. FA-102-19 RE: 2020 NPCA Operating Budget **BE APPROVED FOR DISCUSSION** with participating municipal staff.
3. **THAT** NPCA staff **REPORT** the results of discussions with participating municipal staff to the October 16, 2019 Board of Directors' meeting.

**Purpose:**

The purpose of this Report is to seek the Board of Directors approval of the recommendations from the Audit and Budget Committee regarding the 2020 operating budget for review with municipal staff.

**Background:**

In April 2019, the Niagara Peninsula Conservation Authority (NPCA) adopted a new budget process for the 2020 budget year. This new process included more in-depth provision of information to both the Audit and Budget Committee and the full Board of Directors. Further, the process included more discussion with municipal staff members prior to presentations to their Councils regarding the 2020 budget.

In June 2019, the Committee considered the Budget Assumptions for 2020 which included a 1.5% COLA adjustment (as negotiated through the Collective Agreement approved by the Board of Directors), a 2% inflation rate and growth. Included as Appendix 1 are the 2020 Budget Assumptions.

Our participating municipalities have also provided guidance on their 2020 budgets. Niagara Region has requested a base budget increase of 2% plus estimated growth of 1.65%. Appendix 2 includes a letter from the Region of Niagara dated August 15, 2019 on their 2020 Budget Planning. The City

of Hamilton staff were directed by Council to prepare a 2020 Budget Outlook guideline based on an increase of 2% for the four conservation authorities within their jurisdiction.

Appendix 3 includes a letter from the City of Hamilton as well as an email regarding the 2020 Budget submission which refers to a budget increase guideline of 2% to conservation authorities.

No guidance has been received from Haldimand County as of the date of writing this Report.

### **Discussion:**

Based on direction received from the Committee, Board and participating municipalities, staff have prepared a NPCA Budget Guideline Book as well as a Draft 2020 Operating Budget. This was reviewed by the Audit and Budget Committee on September 5, 2019. The Committee recommended two changes which have been incorporated into the budget process and draft operating budget:

A total of \$40,000 has been moved in the draft budget considered by the Committee to reflect further funding for Strategic Planning and Climate Change consultants/facilitators. This was added to the \$10,000 budget of the CAO and Board of Directors for governance training and development in 2020 for a total of \$50,000 for strategic planning, climate change planning and governance training and development.

The budget process document was amended to reflect submission of the draft budget to Hamilton by November 20<sup>th</sup>, 2019 and a presentation to Council on January 21, 2020.

The NPCA Budget Guideline Book is attached as Appendix 4. Appendix 5 to this Report includes an updated 2020 Operating and Capital Budget Schedule. Appendix 6 contains the Draft Revised 2020 Operating Budget as recommended to the Board of Directors from the Audit and Budget Committee on September 5, 2019.

### **Financial Implications:**

NPCA operating and capital budgets will be prepared separately for the Committee and Board review and approval. **The Conservation Authorities Act (CAA)** defines operating expenses under Section 1 of the Act and further explains operating funding under Section 27. These are also defined in the NPCA Budget Guidelines Book.

The revised Act, as proclaimed through Bill 108, refers to mandatory versus non-mandatory programs (Section 21.1 (1)). These will not be considered as part of the 2020 budget process as the regulations defining these programs have not yet been developed or circulated for comment.

The CAA also enables the Authority to establish Fees as outlined in Section 21.2 (1) of the Act which are included in the 2020 budget.

Further, the Act enables capital projects and the funding thereof through Sections 24, 25 and 26. This is also further defined in the NPCA Budget Guideline Book.

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

The NPCA's Strategic Plan 2018 – 2022 speaks to the importance of a financial strategy and strategic asset management. The new NPCA budget responds, in part, to the changes in the CAA that do not require regulations.

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

Appendix 1: NPCA Recommended Assumptions and Targets – June 26, 2019

Appendix 2: Letter from the Region of Niagara dated August 15, 2019 on their 2020 Budget Planning

Appendix 3: 1. Letter from the City of Hamilton dated August 2, 2019 Subject: 2020 Budget Submission for the Niagara Peninsula Conservation Authority  
2. Excerpt of email from City of Hamilton staff, Item (C) (iii) (d) which refers to a budget increase guideline of 2% to conservation authorities – August 29, 2019

Appendix 4: NPCA 2020 Draft Operating and Capital Budget Guideline Document – September 5, 2019

Appendix 5: Copy of 2020 Operating and Capital Budget Schedule

Appendix 6: Revised Draft 2020 Operating Budget – September 5, 2019

Appendix 7: Powerpoint Presentation of 2020 Operating Budget

### **Authored by:**

Original signed by:

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Lise Gagnon, CPA, CGA  
Director, Corporate Services

### **Submitted by:**

Original signed by:

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D. Gayle Wood, BES, CMMIII  
Chief Administrative Officer/Secretary-Treasurer



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**Report To:     Audit and Budget Committee**

**Subject:       2020 Budget Assumptions**

**Report No:    A&BC-04-19**

**Date:          June 26, 2019**

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**RECOMMENDATION:**

THAT Report No. A&BC-04-19 regarding the recommended budget assumptions for the 2020 budget **BE APPROVED** for use in the development of the 2020 Budget, subject to approval by the Board of Directors.

**PURPOSE OF THIS REPORT:**

The purpose of Report No. A&BC-04-19 is to seek the Audit and Budget Committee's approval of the 2020 budget assumptions to support the development of the budget. The assumptions to be approved are for inflation, cost of living adjustment (COLA) and additional funding for growth. To provide context and perspective, this report also provides funding assumptions to ensure the Audit and Budget Committee has relevant comparable information to guide their decision on the budget assumptions.

**BACKGROUND:**

Staff has gathered comparators on projected 2020 budgeted cost of living adjustment (COLA) from municipalities and other conservation authorities (CA). Staff has also gathered information on the historical and projected consumer price indexes (CPI). This information is summarized in the attachment and averages for CA's, municipalities and all indices calculated.

**DISCUSSION:**

The assumptions chosen will have a direct impact on programs funded by NPCA's municipal partners through applied levies. The 2020 budget process incorporates consultation with partner municipalities of Niagara, Hamilton and Haldimand.

Staff recognize the need to balance a reasonable inflation rate and COLA for staff. Staff are recommending a 1.5% adjustment for COLA, which is in line with other CA's and municipalities, and a 2.00% inflation rate, which is the Bank of Canada's target rate. These assumptions are expected to be in line with other municipalities in the watershed for 2020.

The 2020 budget assumptions include an increase to staff complement of 4 positions (FTE) to support organizational realignment, restoration, planning and compliance efforts.

Staff will review the proposed increases for 2020, in light of the other pressures such as the reduction of Ministry of Environment, Conservation and Parks (MECP) funding.

It should be noted that as a result of Bill 108 – *More Homes, More Choice Act, 2019*, the following programs and services have been classified as mandatory, translating to a reconfiguration of the funding mechanism from Provincial support to municipal levy:

- Source water protection
- Management of CA owned lands
- Natural hazards

#### **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*.

#### **FINANCIAL IMPLICATIONS:**

Per diems and mileage will be provided to the Audit and Budget Committee members and staff salaries, which are currently within the 2019 budget will cover staff costs to prepare the budget and consult with partner municipalities.

#### **RELATED REPORTS AND APPENDICES:**

Appendix 1: Comparators for 2020 Budget

Appendix 2: Recommended Assumptions and Targets

**Authored by:**

**Submitted by:**

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Lise Gagnon  
Director, Corporate Services

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D. Gayle Wood, BES, CMMIII  
Interim CAO / Secretary-Treasurer

## Appendix 1 - Comparators for 2020 Budget

### COLA

Municipalities	2020 CUPE agreement	2021 CUPE agreement	2022 CUPE agreement
Niagara	1.50%	1.50%	1.40%
Hamilton	1.60%	1.60%	1.60%
Haldimand	1.75%	1.75%	1.95%
Conservation Authorities	2020 COLA	2019 COLA	2018 COLA
Hamilton	1.50%	1.50%	1.50%
Grand River	1.50%	1.50%	1.50%
Halton	1.75%	1.75%	1.50%
Averages	2020		
Municipalities	1.62%		
Conservation Authorities	1.58%		

### Inflation

Statistics Canada (All-items)		March 2018 to March 2019 Actual	Mar 2017 to Mar 2018 Actual	Mar 2016 to Mar 2017 Actual
		1.90%	2.30%	1.60%
Trading Economics (Forecast)	2020 Forecast			
	2.10%			
Bank of Canada	2020 Inflation Target	2019 March Actual	2018 Q4 Actual	2017 Q4 Actual
	2.00%	1.90%	2.10%	1.80%
Focus Economics	2020 Forecast	2019 March Actual	2018 Q4 Actual	2017 Q4 Actual
	2.00%	1.90%	2.10%	1.80%

[Statistics Canada. Table 18-10-0004-13 Consumer Price Index by product group, monthly, percentage change, not seasonally adjusted, Canada, provinces, Whitehorse, Yellowknife and Iqaluit](#)

<https://tradingeconomics.com/canada/inflation-cpi>

<https://www.bankofcanada.ca/rates/indicators/capacity-and-inflation-pressures/>

<https://www.focus-economics.com/country-indicator/canada/inflation>

Appendix 2 - Recommended Assumptions and Targets			
2020 Budget		Comment	
			Total Impact
Inflation	2.00%	Non-Salary x 50% x 2%	\$ 32,600
COLA	1.50%	OPSEU Collective Agreement	\$ 85,400
Growth		Increase to staff complement	\$ 375,000
		<b>Total Base &amp; New Pressures</b>	<b>\$493,000</b>

August 15, 2019

**CL 13-2019, July 18, 2019**  
**BRCOTW 6-2019, June 20, 2019**  
**CSD 40-2019, June 20, 2019**

***DISTRIBUTION LIST***

***SENT ELECTRONICALLY***

2020 Budget Planning  
CSD 40-2019

Regional Council, at its meeting held on July 18, 2019, passed the following amended recommendation of its Budget Review Committee of the Whole:

That Report CSD 40-2019, dated June 20, 2019, respecting 2020 Budget Planning, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2020 base budget for existing services **BE PREPARED** with consideration of the Core Consumer Price Index as follows:
  - i. 2.0% for Regional Departments
  - ii. 2.0% for Agencies, Boards, and Commissions
  - iii. 2.0% for Waste Management
2. That consideration of a separate levy increase for capital **BE REFERRED** to the Capital Budget - Budget Review Committee of the Whole;
3. That the estimated assessment growth of 1.65% **BE APPORTIONED** to:
  - i. tax increment grants estimated at 0.35%; and

- ii. that the remaining net assessment growth of 1.30% support growth related operating and capital costs requested by Regional Departments and ABCs through business cases;
- 4. That consideration of a separate levy increase for enhancements to or new programs **BE REFERRED** to the Operating Budget - Budget Review Committee of the Whole;
- 5. That the 2020 budget for Water and Wastewater **BE PREPARED** with an increase of 2.0% in accordance with the Core Consumer Price Index;
- 6. That the 2020 budget schedule per Appendix 2 of Report CSD 40-2019 **BE APPROVED**; and
- 7. That this report **BE CIRCULATED** to agencies, boards and commissions (ABC's) in accordance with the Budget Control By-law.

A copy of CSD 40-2019 is enclosed for your reference.

Yours truly,



Ann-Marie Norio  
Regional Clerk  
:cjp

CLK-C 2019-201

cc: T. Harrison, Commissioner, Corporate Services  
H. Chamberlain, Director, Financial Management & Planning, Deputy Treasurer  
M. Murphy, Associate Director, Budget Planning and Strategy

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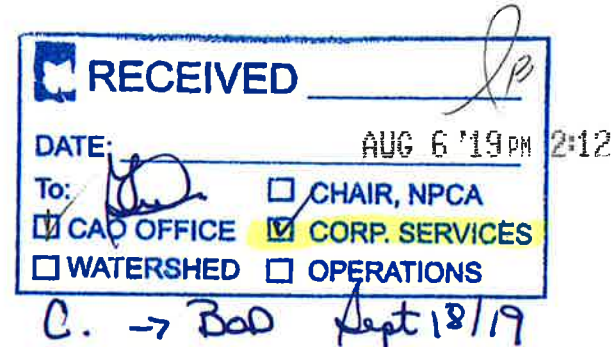


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Stephanie Paparella  
Legislative Coordinator  
Office of the City Clerk  
Phone (905) 546-2424 Ext. 3993  
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[stephanie.paparella@hamilton.ca](mailto:stephanie.paparella@hamilton.ca)

August 2, 2019

Ms. Gayle Wood  
CAO/Secretary-Treasurer  
Niagara Peninsula Conservation Authority  
250 Thorold Road West  
Welland, Ontario  
L3C 3W2



**Subject: 2020 Budget Submission for the Niagara Peninsula Conservation Authority**

Dear Ms. Wood:

This letter is to request that your organization submit a draft budget to the City of Hamilton; along with a copy of your organization's most recent audited financial statements, to the **attention of Cyrus Patel, Senior Financial Analyst, Budget and Finance Division, 71 Main Street West, Hamilton, Ontario L8P 4Y5, on or before November 20, 2019.**

As well, please be advised that at its meeting of July 12, 2019, Council approved sub-section (d) of Item 4 to the General Issues Committee Report 19-013, which reads as follows:

- (d) That Police, Library and Conservation Authorities target a 2020 tax operating budget guideline based on an increase of 2.0% and that any increase beyond the guideline be forwarded for consideration with explanation.

Lastly, your organization has been scheduled to provide a presentation respecting their 2020 budget submission on **Tuesday, January 21, 2020 at approximately 12:15 p.m., Council Chambers, Hamilton City Hall at 71 Main Street West.**

Please provide an electronic copy of your **final presentation no later than 12 noon on Monday, January 6, 2020** to my attention at [stephanie.paparella@hamilton.ca](mailto:stephanie.paparella@hamilton.ca).

Should you have any questions respecting the meeting process or your presentation, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Paparella', with a long horizontal flourish extending to the right.

Stephanie Paparella  
Legislative Coordinator  
Office of the City Clerk

Copied:     Mike Zegarac, General Manager, Finance & Corporate Services  
               Brian McMullen, Director, Financial Planning & Policy  
               Tom Hewitson, Manager, Current Budgets & Fiscal Planning  
               Cyrus Patel, Senior Financial Analyst

## **2020 Budget Guidelines, Outlook and Process (FCS19054) (City Wide) (Item 9.2)**

- (a) That staff be directed to report back on a list of user fees that can be increased towards full cost recovery, or user fee waivers (including marginal cost facility leases) that can be reduced or eliminated over a one to three-year phase in period;
- (b) That for all other user fees, the fee be increased by a rate of 3.0% and that any user fee increases below the guideline be forwarded for consideration with appropriate explanation;
- (c) That staff be directed to report back to the General Issues Committee by October 2019 with an updated 2020 Tax Budget Outlook, with that report to provide actions, as it relates to all three (3) of the following scenarios:
  - (i) Options that result in a 2.0% tax increase for City Departments, plus a 1.3% tax increase for Capital and a tax increase for Provincial Funding Shortfalls (currently estimated at 1.3%). This would result in a tax increase of about 4.6% and require \$18.3M in reductions from the current Outlook position;
  - (ii) Options that result in a 1.0% tax increase for City Departments plus a 1.3% tax increase for Capital and a tax increase for Provincial Funding Shortfalls (currently estimated at 1.3%). This would result in a tax increase of about 3.6% and require \$27.0M in reductions from the current Outlook position;
  - (iii) Options that result in a 0.0% tax increase for City Departments, plus a 1.3% tax increase for Capital and a tax increase for Provincial Funding Shortfalls (currently estimated at 1.3%). This would result in a tax increase of about 2.6% and require \$35.7M in reductions from the current Outlook position;

- (d) That Police, Library and Conservation Authorities target a 2020 tax operating budget guideline based on an increase of 2.0% and that any increase beyond the guideline be forwarded for consideration with explanation;
- (e) That all other Boards and Agencies including Hamilton Beach Rescue Unit, Royal Botanical Gardens, Farmers' Market and the Community Enrichment Fund target a 0% increase and that any increase beyond the guideline be forwarded for consideration with explanation;
- (f) That the 2020 Tax Capital budget be submitted with a 0.5% tax increase for capital financing of discretionary block funded projects; an additional 0.26% tax increase for capital financing of Public Transit Infrastructure Fund (PTIF) projects; an additional 0.23% for DC Exemptions; and, an additional 0.14% increase for capital financing of the Downtown Office Accommodation Strategy;
- (g) That staff report back, to the General Issues Committee, with options that include the use of reserves, reducing reliance on debt and reducing operating costs in order to reduce the current projection of a rate 4.5% increase when submitting the 2020 Rate Supported Budget;
- (h) That the matter of a 0.13% increase for capital financing of West Harbour Development (WH) for a total of 1.3% tax increase, be referred to the West Harbour Development Sub-Committee for consideration; and,
- (i) That staff be directed to report back to the General Issues Committee, with an alternative funding strategy that would reflect the commitment to transit by senior levels of government.

**2020**  
**DRAFT OPERATING AND CAPITAL BUDGET**  
**GUIDELINES**

September 5, 2019



# Introduction to NPCA Budgeting

## 1. How the Budget Works

The Niagara Peninsula Conservation Authority's (NPCA) budget is a financial plan that outlines the funding that NPCA will raise and expend within a year. It is the plan that should align the NPCA's strategic priorities with the services we deliver to municipalities and residents every day. It also directs what infrastructure will be purchased, constructed and repaired.

The NPCA annual budget is reviewed by the Audit and Budget Committee and approved by the Board of Directors prior to presentation to municipal Councils.

## 2. Why do we budget?

The annual NPCA budget:

- encourages thorough **planning**,
- is a basis for **financial accountability and transparency**,
- represents a **Financial Plan** of how we intend to deliver programs and services as well as complete capital projects, and
- outlines a variance analysis which allows us to explain how our plans have changed year over year.

## 3. Where do we get our budget mandate?

Section 20 (1) of *The Conservation Authorities Act R.O.S 1990, CHAPTER C.27* outlines NPCA's mandate:

***"The objects of an authority are to provide, in the area over which it has jurisdiction, Programs and services designed to further the conservation, restoration, development And management of natural resources other than gas, oil, coal and minerals".***

Section 21 (1) of the CAA outlines the specific powers of authorities for the purposes of accomplishing its objects:

- (a) to study and investigate the watershed and to determine programs and services whereby the natural resources of the watershed may be conserved, restored, developed and managed;
- (b) for any purpose necessary to any project under consideration or undertaken by the authority, to enter into and upon any land and survey and take levels of it and make such borings or sink such trial pits as the authority considers necessary;
- (c) to acquire by purchase, lease or otherwise and to expropriate any land that it may require, and, subject to subsection (2), to sell, lease or otherwise dispose of land so acquired;
- (d) despite subsection (2), to lease for a term of five years or less land acquired by the authority;
- (e) to purchase or acquire any personal property that it may require and sell or otherwise deal therewith;
- (f) to enter into agreements for the purchase of materials, employment of labour and other purposes as may be necessary for the due carrying out of any project or to further the authority's objects;
- (g) to enter into agreements with owners of private lands to facilitate the due carrying out of any project;



- (h) to determine the proportion of the total benefit afforded to all the participating municipalities that is afforded to each of them;
- (i) to erect works and structures and create reservoirs by the construction of dams or otherwise;
- (j) to control the flow of surface waters in order to prevent floods or pollution or to reduce the adverse effects thereof;
- (k) to alter the course of any river, canal, brook, stream or watercourse, and divert or alter, as well temporarily as permanently, the course of any river, stream, road, street or way, or raise or sink its level in order to carry it over or under, on the level of or by the side of any work built or to be built by the authority, and to divert or alter the position of any water-pipe, gas-pipe, sewer, drain or any telegraph, telephone or electric wire or pole;
- (l) to use lands that are owned or controlled by the authority for purposes, not inconsistent with its objects, as it considers proper;
- (m) to use lands owned or controlled by the authority for park or other recreational purposes, and to erect, or permit to be erected, buildings, booths and facilities for such purposes and to make charges for admission thereto and the use thereof;
- (m.1) to charge fees for services approved by the Minister;

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

- (n) to collaborate and enter into agreements with ministries and agencies of government, municipal councils and local boards and other organizations and individuals;
- (o) to plant and produce trees on Crown lands with the consent of the Minister, and on other lands with the consent of the owner, for any purpose;
- (p) to cause research to be done;
- (q) generally, to do all such acts as are necessary for the due carrying out of any project or as may be desirable to further the objects of the authority. R.S.O. 1990, c. C.27...

In relation to the mandate outlined in the Conservation Authorities Act, it is important to note that changes are current being undertaken as a result of the proclamation of Bill 108 - **More Homes, More Choice Act**. As a result, this document may be revised in the future after discussion with the Board of Directors.

#### 4. Where does our funding come from?

NPCA can receive its funding from many sources, including:

- Federal grants
- Provincial transfer payments through MNRF and MECP
- Provincial grants (drinking source water protection)
- Municipal levies
- Municipal capital project funds
- Fees for service (conservation area fees and permitting fees)
- Other funds (bank interest, donations)
- Niagara Peninsula Conservation Foundation and other Partner MOU's, for example: Ontario Power Generation.

Revenues and expenditures are generally allocated against five NPCA budget areas:

- Office of the CAO (and Board of Directors)

- Watershed Management
- Land Management
- Communications and Public Engagement
- Corporate Services.

Further, **federal grants** are opportunistic, whereas **provincial transfer payments** for natural hazards and drinking source water protection generally exist year over year, albeit the funding has been substantially reduced over the decades.

**Municipal levies for both operating expenses and capital** are presented to participating municipalities annually, and **fees for service** have been in place as part of the NPCA budget since the 1990's.

## 5. NPCA's Operating, Capital Budgets and Fees

### (a) NPCA's Operating Budget

The **operating budget** covers the day-to-day expenses required to deliver services. These costs return year after year. The CAA Act specifically defines "operating expenses" under Section 1. Operating expenses were defined in the Act until recently as "administration", which included:

"administration costs" means salaries and travelling expenses of members and employees of an authority, office rent, maintenance and purchase of office equipment, expenses connected with exhibits, visual equipment and printed matter for educational purposes, and all expenditures necessary for carrying out the objects of an authority other than capital expenses and maintenance costs of projects.

Through Bill 108, More Homes, More Choice Act, administrative costs will now be referred to as "operating expenses". The above noted definition will be amended to include:

"operating expenses" include,

- (a) salaries, per diems and travel expenses of employees and members of an authority,
- (b) rent and other office costs,
- (c) program expenses,
- (d) costs that are related to the operation or maintenance of a project, but not including the project's capital costs, and
- (e) such other costs as may be prescribed by regulation.

### (b) NPCA's Capital Budget

The **capital budget** is used for long term investments like infrastructure and facilities. For the NPCA capital budgets can include such matters ranging from a new phone system, to capital repairs on dam structures, to building construction at our conservation areas.

The CAA addresses the determine of capital expenditures through Sections 26 which states:

- (1) An authority may, from time to time, determine what money will be required for capital expenditure in connection with any project.

(2) The portion of the money so required that each participating municipality shall raise shall be in the same proportion as the benefit derived by each such municipality bears to the total benefit derived by all participating municipalities.

(5) Where only a part of a participating municipality is situated in the area over which the authority has jurisdiction, the portion of the money required to be raised by that municipality for capital expenditure may be charged only against the rateable property in that part of the municipality.

### (c) Fees for Programs and Services

Conservation authorities have been allocation fees for service for years under Section 21 of the Act. The following notes that the Act is amending by adding the following Section 21.2 (1) regarding fees for programs and services.

**(1)** The Minister may determine classes of programs and services in respect of which an authority may charge a fee. 2017, c. 23, Sched. 4, s. 21.

#### **Publication of list**

(2) The Minister shall publish the list of classes of programs and services in respect of which an authority may charge a fee in a policy document and distribute the document to each authority. 2017, c. 23, Sched. 4, s. 21.

#### **Updating list**

(3) If the Minister makes changes to the list of classes of programs and services in respect of which an authority may charge a fee, the Minister shall promptly update the policy document referred to in subsection (2) and distribute the new document to each authority. 2017, c. 23, Sched. 4, s. 21.

#### **Where authority may charge fee**

(4) An authority may charge a fee for a program or service that it provides only if it is set out on the list of classes of programs and services referred to in subsection (2). 2017, c. 23, Sched. 4, s. 21.

#### **Amount of fee**

(5) The amount of a fee charged by an authority for a program or service it provides shall be,  
(a) the amount prescribed by the regulations; or  
(b) if no amount is prescribed, the amount determined by the authority. 2017, c. 23, Sched. 4, s. 21.

#### **Fee schedule**

(6) Every authority shall prepare and maintain a fee schedule that sets out,  
(a) the list of programs and services that it provides and in respect of which it charges a fee; and  
(b) the amount of the fee charged for each program or service or the manner in which the fee is determined. 2017, c. 23, Sched. 4, s. 21.

#### **Fee policy**

(7) Every authority shall adopt a written policy with respect to the fees that it charges for the programs and services it provides, and the policy shall set out,  
(a) the fee schedule described in subsection (6);  
(b) the frequency within which the fee policy shall be reviewed by the authority under subsection (9);  
(c) the process for carrying out a review of the fee policy, including the rules for giving notice of the review and of any changes resulting from the review; and  
(d) the circumstances in which a person may request that the authority reconsider a fee that was charged to the person and the procedures applicable to the reconsideration. 2017, c. 23, Sched. 4, s. 21.

#### **Fee policy to be made public**

(8) Every authority shall make the fee policy available to the public in a manner it considers appropriate. 2017, c. 23, Sched. 4, s. 21.

### Periodic review of fee policy

(9) At such regular intervals as may be determined by an authority, the authority shall undertake a review of its fee policy, including a review of the fees set out in the fee schedule. 2017, c. 23, Sched. 4, s. 21.

## 6. Budget vs. Forecast –

### Operating

Current Year Operating Budget	Current Year Operating Forecast
A Financial Plan that outlines the money of NPCA will raise and expend within a year	A projection of NPCA's year-end financial results
Prepared annually, before the start of the upcoming year, generally commencing around June	Completed in-year after Q2 and Q3
Approved by the Board of Directors annually	A variance analysis is completed in conjunction with the forecast to explain differences between the year-to-date budget and forecasted spending.

### Capital

Current Year Capital Budget	5-10 Year Capital Forecast
A Financial Plan that outlines the cost and sources of revenue the NPCA requires for a specific capital project.	A projection of NPCA's anticipated project needs
Prepared annually, before the start of the year, generally in June	Prepared as part of the budget process to provide NPCA with insight into future projects
Approved by the Board of Directors annually	Informs decision-making for the future. Received by the Board of Directors.
Requires a detailed Business Case providing justification for project and initiation of spending and financing project.	Estimates of capital forecasts – not detailed Business Case required at this time.

## 7. Budget Planning

### Process

Around June of each year, the NPCA Audit and Budget Committee and Board of Directors will direct staff regarding “assumptions” to be used in drafting the following year’s budget. These “assumptions” will be based on:

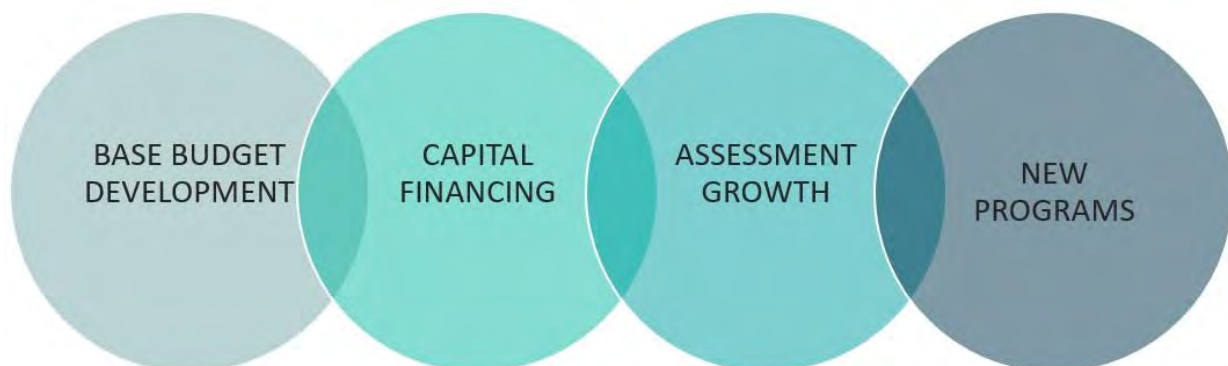
- Year-to-date financial information
- Prior year’s multi-year budget
- Strategic documents
- Collective Bargaining Agreement
- Statistics Canada inflation rates
- Economic forecasts
- Draft COLA adjustments from participating municipalities and neighbouring conservation authorities
- Provincial and federal budget trends
- Accessed growth targets
- Conservation Ontario’s Statistical Report
- 5 to 10-year capital project forecast/.

### Guiding Principles

The NPCA Board of Directors will utilize the following Guiding Principles when developing budget assumptions.

- Respecting current financial policies
- Budgeting should be based on NPCA mandate and strategic documents
- Recognizing pressures, risks, and opportunities
- Developing the budget with transparency and accountability
- Using of business cases for transparency in capital budgeting

### Budget Planning Considerations



## Budgeting Roles and Responsibilities

### Roles and Responsibilities – Operating and Capital Budgets

BUDGET OWNERS	<ul style="list-style-type: none"><li>• Identify operating needs as well as budget pressures</li><li>• Make resources recommendations</li><li>• Ensure budget is allocated to correct accounts</li><li>• Validate HR date</li><li>• Enter information into the budget software</li></ul>
CORPORATE SERVICES	<ul style="list-style-type: none"><li>• Director will provide support for budget holders</li><li>• Enter complex salary data into the spreadsheets with HR</li><li>• Complete budget adjusts</li><li>• Analyze draft budgets to find opportunities and/or concerns</li></ul>
BUDGET TEAM	<ul style="list-style-type: none"><li>• Executive Management Team will compile budget pressures and prepare budget guidelines</li><li>• Provide guidelines and support to budget owners</li><li>• Review the budget submission prior to submitting to the A&amp;BC and Board</li><li>• Assist the Director, Corporate Services in presentation to the Committee and Board</li></ul>
AUDIT AND BUDGET COMMITTEE	<ul style="list-style-type: none"><li>• Reviews and recommends budget to the Board of Directors</li></ul>
BOARD OF DIRECTORS	<ul style="list-style-type: none"><li>• Approves Budget Assumptions Report</li><li>• Approves draft budget for submission to municipalities for review</li><li>• Approves final budget</li></ul>

## Operating Budget Request Types

### 1. Base Services

Base services are the costs to maintain the annual service level in the new budget year. Departments will input their budgets in base request types, with analysis and review to be done by staff during the budget cycle.

**a. Base** – Costs to provide the prior year service level, including related cost pressures associated with staffing and/or inflationary increases.

**b. One-Time** – Costs incurred in the current year only, with no operating impact beyond the budget year.

Example:

Human Resources request \$20,000 to its consulting budget for an updated Compensation Management Plan. This is not a project but needs to be highlighted separately from base budget as a one-time expenditure, that is not added to the base budget in subsequent years.



## 2. Program Changes (PC)

PC are any requests for new or enhanced services in the new budget year. Departments will input their budgets in PC request types, with analysis and review to be done by staff during the budget cycle. Each PC will require a Business Case submission.

**a. PC – Separate Increase** – Requests for new or enhanced programs services to be considered by the Audit and Budget Committee and the Board of Directors. This should include initiatives that the Board can approve or deny.

**b. PC – Assessment Growth** – Requests for new or enhanced programs and services that are related to growth activities. This should include initiatives that the Board can approve or deny.

**c. Operating Project** – Costs related to unique and temporary endeavors, with a defined beginning and end date. Tracking of the project carries over more than one year similar to capital projects.

Example:

Hosting the Biennial Tour for Conservation Ontario and its 36 Conservation Authorities in 2020.

**d. Capital Impact** – Operating impacts of capital projects identified on Capital project business cases. These Capital project business cases will act as the supporting documentation for these budget requests.

Example:

Utility costs from the addition to a building.

## Capital Budget Business Case – for Budget Submission

Below is a list of information required for the Capital Business Case submission:

INFORMATION	DESCRIPTION
Capital Project Planning	Project Information – basic set-up and project attributes
	Business Case – brief project description and detailed business case write-up
	Tiered intake – information regarding complexity of project
	Budget Expenditures – current year budget request and 9-year forecast (if applicable) by project activity
	Budget Funding – detailed sources of funding for the project
	Funding Gap – calculation of difference in budget request and funding allocated to the project
Cash Flow	Estimate of cash flows for the project over the next 3-years
Operating Impact	Estimate of incremental operating costs, savings or revenues as a direct result of the project

Location Code – in Budget	Account Code in NPCA Budget
---------------------------	-----------------------------

Location Description –	System description for the location based on the Code
Manager Name –	The individual who will be physically completing the project (i.e. managing contracts, coordinating purchases, etc.). This
Start Date –	The date the project will begin. No activities can be recorded on the project until this date.
End Date –	Final date that any activity can be charged to a project. This would be then very end of the project, not just the date of
Operating Unit / Division	Select your home department/group (i.e. the department/group that owns the budget and is ultimately
Geographic Location	Select the municipality where the majority of the work is being completed for this project (if the project is region wide, there
Project Name	Name you want the project to be referred to
Project Author	The individual who most intimately know why this project is being completed (understands the rationale for why this project is a priority, how it was decided to proceed, political impacts, etc.). This person is the primary contact for questions during the budget process.
Project Priority Need	<ul style="list-style-type: none"> <li>• <b>Urgent</b> – There is an existing risk/issue that must be addressed immediately (i.e. failure has already occurred, a regulatory violation has occurred, etc.). There is no option to defer these projects.</li> <li>• <b>High-priority</b> – There is an imminent risk of failure in the very near future that, without addressing the issue shortly, will result in a failure (i.e. we are almost into an urgent situation). There is little opportunity to defer these projects without exposing ourselves to a high level of risk for failure.</li> <li>• <b>Priority</b> – This is more routine sustainability or an asset at the appropriate time within its useful life (i.e. the most effective time to complete the work, before the asset begins to exhibit signs indicating a failure could occur). If necessary, these projects could be deferred through an increase in operational maintenance spending, etc.</li> <li>• <b>Non-priority</b> – This project would be nice to do, but it is not required to maintain the current level of services or to address a risk to the region. These projects would be the first considered for deferral if there is a budget constraint.</li> </ul>

Project Initiation	<ul style="list-style-type: none"> <li>• <b>Concurrent with budget approval</b> – Use this during the annual budget process when you know the scope, have a basis for your cost estimate, and can support the details behind your project.</li> <li>• <b>To be initiated in future</b> – Use this during the annual budget process if you do not have enough information</li> </ul>
Project Type	<ul style="list-style-type: none"> <li>• <b>Annual Program</b> – Program is recurring every year, and generally is completed/funding is allocated within the calendar year. Any funding uninitiated by year-end will be returned to the reserves, and a new program will be available starting the following year. Program will likely be utilized for multiple initiatives throughout the year.</li> <li>• <b>Recurring Program/Multi-year Program</b> – Program is funded every year, but the projects underlying are larger scale and take a number of years to complete. Program would be for a specific initiative for each project.</li> <li>• <b>New Project/Non-Recurring/One-time</b> – This is a separate distinct project that does not occur frequently or is done at the conclusion of the normal life cycle of the underlying asset. There would be one specific initiative under each project.</li> <li>• <b>Existing Project</b> – There is an existing project already started for this initiative, and this will increase the budget for the overall project. This may be a result of the normal progression through the project life cycle (i.e. pre-design, detailed design and engineering, construction, etc.) or to address an issue with a higher than tender award or construction costs.</li> </ul>
Asset Type	<ul style="list-style-type: none"> <li>• <b>New/Net New Asset being created</b> [This project will result in the creation of a new asset that the NPCA does not currently have (i.e. new building, or new road).]</li> <li>• <b>Replacement of existing with same</b> [The NPCA already owns a similar asset and we are replacing with the same model/capacity.</li> <li>• <b>Replacement of existing with upgrade/improvement.</b> [The NPCA owns a similar asset but we are replacing with a better/higher-capacity model.</li> </ul>

Estimated Useful Life of Asset in years	Based on normal use, how long do you expect the asset being constructed/acquired under this project to provide useful service to NPCA prior to it needing replacement.
Asset ID	If we are replacing an existing asset, please identify the asset ID(s)
Is there and Operating Impact as a result of this project?	Yes/No? If the project is expected to have an incremental operating impact, please indicate that fact. Incremental operating impacts may be costs, cost avoidances or new revenue streams.  Note: If the operating impact is significant, please include
Board of Directors Strategic Priorities	Indicate how this project fits into Strategic Priorities.
Project Schedule (approximate start dates)	Indicate the project timelines that are expected to be followed. Not all categories require a date, so only fill out those applicable to this project specifically. Dates are estimates but, combined with the
Issuance of Procurement Documents (IOPD)	Indicate the anticipated timing of the applicable procurement documents. This schedule should link with the timelines in the 'Project Schedule' and allow sufficient lead time for a
Tangible Capital Asset Categories	Indicate the anticipated category of Capital Asset that is expected to be acquired/constructed as a result of this project. Please select Yes for applicable categories only (leave Non-applicable
Attachment	Attach supporting documentation that support the business case for the requested project.
Partners	List out external and 3 <sup>rd</sup> parties that are contributing finances to the project.

## 2020 Operating & Capital Budget Schedule (v.3)

April 2019	Budget process for 2020 approved by Audit and Budget Committee (15-APR-2019) and Authority Board (17-APR-2019)
June 2019	2020 budget assumptions approved by Audit and Budget Committee (26-JUN-2019)
June to August 2019	Consultation with funding municipalities
July 2019	2020 budget assumptions approved by Authority Board (17-JUL-2019) with direction to staff to prepare 2020 Operating and Capital budgets
August 16, 2019	Salary and benefits matrix to budget owners Operating expense template to budget owners Budget preparation guidelines to budget owners
August 2019	Consultation / meetings with internal stakeholders Development and distribution of capital planning process, policies and templates Operating Budget analytics
Sept. 6, 2019	Draft 2020 Operating Budget to Audit and Budget Committee for recommendation to the Authority Board Preparation and analytics of 2020 Capital Budget
Sept. 18, 2019	Draft 2020 Operating Budget to the Authority Board
Oct. 9, 2019	Draft 2020 Capital Budget to Audit and Budget Committee
Oct. 16, 2019	Final 2020 Operating and Capital Budgets for Authority Board consideration.
October 2019	Consultation with funding municipalities on 2020 Operating and Capital Budgets
Nov. 14, 2019	Niagara Region budget workshop and presentation
Nov. 20, 2019	2020 Operating and Capital Budgets - City of Hamilton
Nov. 21, 2019	2020 Operating and Capital Budgets presentation to Niagara Region Budget Review Committee of the Whole
Nov. 2019 to Jan. 2020	2020 Operating and Capital Budgets - Council presentations: Hamilton (21-JAN-2020) and Haldimand
Feb. 2020	Weighted vote on the regular levy Majority vote on 2020 Operating and Capital Budgets Release levy letters to funding municipalities

NIAGARA PENINSULA CONSERVATION AUTHORITY

**2020 OPERATING BUDGET - CONSOLIDATED**

	CAO, Board and Admin		Corporate Services		Land Operations		Watershed		TOTAL	
	2019 Budget	2020 Budget	2019 Budget	2020 Budget	2019 Budget	2020 Budget	2019 Budget	2020 Budget	2019 Budget	2020 Budget
<b>Sources of Funds</b>										
Municipal Funding										
Regular levy	1,744,416	1,698,816	2,297,725	2,260,220	651,935	834,162	1,184,029	1,299,458	5,878,105	6,092,656
Special levy - Niagara			27,981	5,030					27,981	5,030
Special levy - Hamilton							23,315	23,315	23,315	23,315
Provincial Funding										
MNR transfer payments	29,496	15,200					145,000	74,800	174,496	90,000
Provincial Grants - MOE			99,500	99,500					99,500	99,500
Provincial Grants - Other	43,000	-			43,000	-	117,000	159,685	203,000	159,685
Federal Grants			100,000	100,000					100,000	100,000
Interest Income			60,000	90,000					60,000	90,000
Park Operations					1,892,600	2,016,850			1,892,600	2,016,850
Permits and Regulatory Fees							314,850	387,108	314,850	387,108
Miscellaneous					56,700	51,500	178,500	285,601	235,200	337,101
<b>TOTAL REVENUES / SOURCES OF FUNDS</b>	<b>1,816,912</b>	<b>1,714,016</b>	<b>2,585,206</b>	<b>2,554,750</b>	<b>2,644,235</b>	<b>2,902,512</b>	<b>1,962,694</b>	<b>2,229,967</b>	<b>9,009,047</b>	<b>9,401,245</b>
<b>Uses of Funds</b>										
Salaries and Benefits	1,155,412	1,005,274	1,156,490	1,201,543	1,812,862	2,020,812	1,603,705	1,913,647	5,728,469	6,141,278
Other Employee Related Expenses	192,850	183,722	88,970	12,000	6,000	9,000	33,460	31,170	321,280	235,892
Board and Volunteer	89,900	71,200							89,900	71,200
Professional Fees	198,000	200,000	297,690	290,000			278,500	171,500	774,190	661,500
Contractor Services			250,000	150,000			48,500	44,000	298,500	194,000
Vehicles and Equipment	20,500	17,820	-	7,000	172,200	218,700	2,500	2,500	195,200	246,020
Materials and Supplies	53,250	35,500	18,172	118,172	13,000	13,500	26,450	29,450	110,872	196,622
Marketing and Promotion	113,000	143,000	77,500	110,000					190,500	253,000
Occupancy Costs			540,000	548,803					540,000	548,803
Debt Servicing			27,980	5,030					27,980	5,030
Park Maintenance					395,500	468,000			395,500	468,000
Other Operating Expenses	33,000	57,500	128,404	112,200	143,500	172,500	31,752	37,700	336,656	379,900
<b>TOTAL EXPENSES / USES OF FUNDS</b>	<b>1,855,912</b>	<b>1,714,016</b>	<b>2,585,206</b>	<b>2,554,750</b>	<b>2,543,062</b>	<b>2,902,512</b>	<b>2,024,867</b>	<b>2,229,967</b>	<b>9,009,047</b>	<b>9,401,245</b>



# CAO, BOARD & ADMIN - CONSOLIDATED BUDGET WORKSHEET - 2020

## SALARIES & BENEFITS

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Salaries & Benefits		416,103	578,289	1,149,807	1,016,535	680,521	1,155,412	58.90%	1,005,274
002101-150	WAGES - SALARIED	318,964	457,315	903,853	801,222	582,532	897,955	64.87%	791,901
002107-150	CPP	14,102	13,780	31,145	25,650	17,695	38,400	46.08%	27,900
002108-150	EI	4,996	7,340	13,928	11,700	11,726	15,580	75.26%	12,250
002109-150	OMERS	40,434	49,522	92,470	84,275	32,330	82,165	39.35%	83,474
002110-150	WSIB	10,532	13,896	29,590	24,438	18,404	39,566	46.51%	24,945
002111-150	GROUP INSURANCE	20,105	27,028	60,048	53,626	5,766	55,946	10.31%	49,362
002112-150	EHT	6,964	9,408	18,652	15,624	10,936	22,955	47.64%	15,442
002113-150	VACATION PAY	6	-	122	-	1,134	2,845	0.00%	-

## OTHER EMPLOYEE RELATED

Other Employee Related		106,327	127,620	141,862	214,250	73,627	192,850	38.18%	183,722
002122-150	STAFF MILEAGE	5,431	5,800	10,674	6,550	2,504	6,900	36.29%	7,500
002123-150	STAFF EXPENSES	3,634	1,700	1,669	3,200	1,202	2,450	49.07%	2,650
002124-150	STAFF TRAINING & DEV.	55,745	50,000	76,906	120,000	18,306	85,000	21.54%	82,500
002134-150	UNIFORMS	17,293	22,000	8,713	19,000	1,599	20,500	7.80%	20,000
002154-150	RECRUITMENT EXPENSES	3,621	5,000	3,329	5,000	25,086	5,000	501.72%	5,000
002155-150	HEALTH & SAFETY	7,404	6,500	11,417	10,000	1,371	10,000	13.71%	10,000
002158-150	STAFF RECOGNITION	896	1,000	7,525	9,000	1,305	9,500	13.73%	9,500
NEW	STAFF MEETINGS	-	-	-	-	-	-	#DIV/0!	3,000
002171-150	HEALTH SPENDING SUN LIFE	-	-	-	-	-	-	#DIV/0!	-
002180-150	RETIREE BENEFITS	4,110	-	6,755	3,000	4,920	10,000	49.20%	15,000
002170-150	CAO EXPENSES	8,192	35,620	14,875	38,500	17,335	43,500	39.85%	28,572

## BOARD AND VOLUNTEER

Board and Volunteer		107,032	73,700	83,112	93,250	20,662	89,900	22.98%	71,200
002116-150	MEMBER'S PER DIEM	47,743	28,000	38,574	40,000	9,893	40,000	24.73%	32,800
002117-150	MEMBER'S HONORARIUM	8,219	8,200	8,236	8,250	2,021	8,400	24.05%	8,400
002118-150	MEMBER'S MILEAGE	22,659	15,000	17,497	20,000	3,615	20,000	18.07%	20,000
002119-150	MEMBER'S EXPENSES	12,910	7,500	11,262	15,000	3,134	13,500	23.22%	10,000
002168-150	COMMUNITY OUTREACH	15,501	15,000	7,544	10,000	2,000	8,000	25.00%	-

# CAO, BOARD & ADMIN - CONSOLIDATED BUDGET WORKSHEET - 2020

## PROFESSIONAL FEES

Professional Fees		2017 Annual		2018 Annual		2019			2020 Budget Draft 1
		Actual	Budget	Actual	Budget	YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	
		5,460	24,000	292,314	242,000	147,301	198,000	74.39%	200,000
002151-150	LEGAL FEES	-	-	172,140	170,000	134,361	120,000	111.97%	120,000
002163-150	SERVICES	5,460	24,000	120,174	72,000	12,940	78,000	16.59%	80,000

## VEHICLES AND EQUIPMENT

Vehicles & Equipment		2017 Annual		2018 Annual		2019			2020 Budget Draft 1
		Actual	Budget	Actual	Budget	YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	
		33,475	43,000	13,613	42,000	4,096	20,500	19.98%	17,820
002125-150	EQUIPMENT PURCHASE	1,638	4,000	1,219	2,000	-	1,500	0.00%	1,500
002126-150	EQUIPMENT RENTAL	29,149	35,000	10,321	36,000	4,096	16,000	25.60%	16,320
002127-150	POSTAGE METER RENTAL	2,689	4,000	2,073	4,000	-	3,000	0.00%	-

## MATERIALS AND SUPPLIES

Materials and Supplies		2017 Annual		2018 Annual		2019			2020 Budget Draft 1
		Actual	Budget	Actual	Budget	YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	
		36,327	35,500	35,147	34,000	14,981	53,250	28.13%	35,500
002131-150	POSTAGE	8,820	10,000	11,760	10,000	4,307	15,000	28.71%	10,000
002132-150	STATIONERY	4,349	4,500	3,859	5,000	1,403	5,000	28.06%	4,500
002133-150	MATERIALS & SUPPLIES	23,159	21,000	19,528	19,000	9,271	33,250	27.88%	21,000

## MARKETING AND PROMOTION

Marketing and Promotion		2017 Annual		2018 Annual		2019			2020 Budget Draft 1
		Actual	Budget	Actual	Budget	YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	
		170,766	114,000	141,316	130,000	38,225	113,000	33.83%	143,000
002159-150	MARKETING	17,300	20,000	33,833	25,000	976	30,000	3.25%	50,000
002161-150	GENERAL PRINTING	9,899	10,000	24,927	10,000	8,268	15,000	55.12%	15,000
002162-150	ADVERTISING	130,866	69,000	61,307	65,000	8,022	45,000	17.83%	45,000
002168-150	COMMUNITY OUTREACH	-	-	14,196	15,000	9,395	15,000	62.63%	20,000
002196-150	SIGNS	12,702	15,000	7,052	15,000	11,564	8,000	144.55%	13,000

## EXPENSES

Cost and expenses		2017 Annual		2018 Annual		2019			2020 Budget Draft 1
		Actual	Budget	Actual	Budget	YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	
		32,654	24,700	55,941	39,000	25,955	33,000	0.00%	57,500
002145-103	MISCELLANEOUS	4,073	4,200	3,849	1,500	7,715	2,000	0.00%	13,000
002147-107	MEMBERSHIPS	-	-	2,493	10,000	4,333	10,000	0.00%	7,500
002167-111	ACHIEVEMENT AWARDS	14,178	10,000	15,528	15,000	13,907	16,000	0.00%	16,000
002169-111	PHOTOGRAPHY/VIDEO	4,374	8,000	4,202	10,000	-	5,000	0.00%	5,000
002175-111	EXHIBITS & DISPLAYS	24	2,500	4,032	2,500	-	-	0.00%	1,000
002283-111	SPECIAL PROJECTS	10,006	-	25,837	-	-	-	0.00%	15,000

## TOTAL EXPENSES

908,145	1,020,809	1,913,112	1,811,035	1,005,368	1,855,912	54.17%	1,714,016
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# CAO, BOARD & ADMIN - CONSOLIDATED BUDGET WORKSHEET - 2020

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

## REVENUES

### MUNICIPAL FUNDING

#### Municipal Funding

001007-394 MUNICIPAL LEVY-GENERAL  
001065-100 LEVY-SPECIAL-NIAGARA

2,640,779	2,640,783
2,640,779	2,640,783
1,113,892	1,113,893

1,703,039	1,703,039
1,703,039	1,703,039
-	-

2,172,780	1,744,416	124.56%
2,172,780	1,744,416	124.56%
-	-	#DIV/0!

1,698,816
1,698,816
-

### PROVINCIAL FUNDING

#### Provincial Funding

001001-360 MNR TRANSFER PAYMENTS  
001003-360 PROVINCIAL GRANTS-OTHER

126,435	185,796
75,796	75,796
50,639	110,000

62,261	71,996
29,496	29,496
32,765	42,500

14,796	72,496	20.41%
-	29,496	0.00%
14,796	43,000	34.41%

15,200
15,200
-

### TOTAL REVENUES

2,767,214	2,826,579
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1,765,300	1,775,035
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2,187,576	1,816,912	120.40%
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1,714,016
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**CAO and BOARD (Dept #150)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

		<b>2017</b>		<b>2018</b>		<b>2019</b>			<b>2020</b>
		<b>Annual</b>		<b>Annual</b>		<b>YTD Actual 30-Jun-19</b>	<b>Annual Budget</b>	<b>% of Budget Used</b>	<b>Budget Draft 1</b>
<b>Salaries &amp; Benefits</b>		<b>117,091</b>	<b>282,023</b>	<b>318,477</b>	<b>296,376</b>	<b>260,626</b>	<b>320,090</b>	<b>81.42%</b>	<b>276,795</b>
002101-150	WAGES - SALARIED	83,254	228,706	251,182	240,500	252,469	256,952	98.26%	220,591
002107-150	CPP	5,215	5,090	6,672	5,130	4,726	5,200	90.89%	5,580
002108-150	EI	1,386	2,674	2,262	2,340	2,920	2,440	119.67%	2,450
002109-150	OMERS	17,587	25,378	29,672	27,170	7,473	29,535	25.30%	25,777
002110-150	WSIB	3,776	6,587	9,237	7,335	4,546	8,222	55.29%	6,949
002111-150	GROUP INSURANCE	3,358	9,128	13,631	9,211	14,123	12,730	-110.94%	11,146
002112-150	EHT	2,516	4,460	5,821	4,690	2,603	5,011	51.94%	4,302
002113-150	VACATION PAY	-	-	-	-	11	-	0.00%	-

**OTHER EMPLOYEE RELATED**

		<b>11,669</b>		<b>15,968</b>		<b>5,591</b>	<b>16,100</b>	<b>34.73%</b>	<b>11,200</b>
<b>Other Employee Related</b>									
002122-150	STAFF MILEAGE	1,063	800	1,050	800	12	900	1.30%	1,000
002123-150	STAFF EXPENSES	2,414	200	43	200	-	200	0.00%	200
002124-150	STAFF TRAINING & DEV.							#DIV/0!	
002134-150	UNIFORMS							#DIV/0!	
002154-150	RECRUITMENT EXPENSES							#DIV/0!	
002155-150	HEALTH & SAFETY							#DIV/0!	
002158-150	STAFF RECOGNITION							#DIV/0!	
NEW	STAFF MEETINGS							#DIV/0!	
002171-150	HEALTH SPENDING SUN LIFE							#DIV/0!	
002180-150	RETIREE BENEFITS							#DIV/0!	
002170-150	CAO EXPENSES	8,192	7,000	14,875	10,000	5,580	15,000	37.20%	10,000

**BOARD AND VOLUNTEER**

		<b>107,032</b>		<b>83,112</b>		<b>20,662</b>	<b>89,900</b>	<b>22.98%</b>	<b>71,200</b>
<b>Board and Volunteer</b>									
002116-150	MEMBER'S PER DIEM	47,743	28,000	38,574	40,000	9,893	40,000	24.73%	32,800
002117-150	MEMBER'S HONORARIUM	8,219	8,200	8,236	8,250	2,021	8,400	24.05%	8,400
002118-150	MEMBER'S MILEAGE	22,659	15,000	17,497	20,000	3,615	20,000	18.07%	20,000
002119-150	MEMBER'S EXPENSES	12,910	7,500	11,262	15,000	3,134	13,500	23.22%	10,000
002168-150	COMMUNITY OUTREACH	15,501	15,000	7,544	10,000	2,000	8,000	25.00%	-



**CAO and BOARD (Dept #150)**  
**BUDGET WORKSHEET - 2020**

**PROFESSIONAL FEES**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
Professional Fees		2,730	12,000	96,557	56,000	14,932	59,000	25.31%	70,000
002151-150	LEGAL FEES	-	-	36,470	20,000	8,462	20,000	42.31%	20,000
002163-150	SERVICES	2,730	12,000	60,087	36,000	6,470	39,000	16.59%	50,000

**VEHICLES AND EQUIPMENT**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
Vehicles & Equipment		-	-	-	-	-	-	#DIV/0!	-
002125-150	EQUIPMENT PURCHASE							#DIV/0!	
002126-150	EQUIPMENT RENTAL							#DIV/0!	
002127-150	POSTAGE METER RENTAL							#DIV/0!	

**MATERIALS AND SUPPLIES**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
Materials and Supplies		2,755	2,000	173	1,000	2,192	12,750	17.19%	2,000
002131-150	POSTAGE							#DIV/0!	
002132-150	STATIONERY							#DIV/0!	
002133-150	MATERIALS & SUPPLIES	2,755	2,000	173	1,000	2,192	12,750	17.19%	2,000

**MARKETING AND PROMOTION**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
Marketing and Promotion		-	-	-	-	-	-	#DIV/0!	-
002159-150	MARKETING							#DIV/0!	
002161-150	GENERAL PRINTING							#DIV/0!	
002162-150	ADVERTISING							#DIV/0!	
002168-150	COMMUNITY OUTREACH							#DIV/0!	
002196-150	SIGNS							#DIV/0!	

**EXPENSES**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
Cost and expenses		-	-	-	-	-	-	0.00%	-
002145-103	MISCELLANEOUS							0.00%	
002147-107	MEMBERSHIPS							0.00%	
002167-111	ACHIEVEMENT AWARDS							0.00%	
002169-111	PHOTOGRAPHY/VIDEO							0.00%	
002175-111	EXHIBITS & DISPLAYS							0.00%	
002283-111	SPECIAL PROJECTS							0.00%	

**TOTAL EXPENSES**

241,277	377,723	514,287	457,626	304,003	497,840	61.06%	431,195
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CAO and BOARD (Dept #150)  
BUDGET WORKSHEET - 2020

	2017		2018		2019			2020 Budget Draft 1
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	
	Actual	Budget	Actual	Budget				
<b>REVENUES</b>								
<b>MUNICIPAL FUNDING</b>								
Municipal Funding	2,640,779	2,640,783	1,703,039	1,703,039	2,172,780	1,744,416	124.56%	1,698,816
001007-394    MUNICIPAL LEVY-GENERAL	2,640,779	2,640,783	1,703,039	1,703,039	2,172,780	1,744,416	124.56%	1,698,816
001065-100    LEVY-SPECIAL-NIAGARA	1,113,892	1,113,893					#DIV/0!	-
<b>PROVINCIAL FUNDING</b>								
Provincial Funding	126,435	185,796	62,261	71,996	14,796	72,496	20.41%	15,200
001001-360    MNR TRANSFER PAYMENTS	75,796	75,796	29,496	29,496		29,496	0.00%	15,200
001003-360    PROVINCIAL GRANTS-OTHER	50,639	110,000	32,765	42,500	14,796	43,000	34.41%	-
<b>TOTAL REVENUES</b>	<b>2,767,214</b>	<b>2,826,579</b>	<b>1,765,300</b>	<b>1,775,035</b>	<b>2,187,576</b>	<b>1,816,912</b>	<b>120.40%</b>	<b>1,714,016</b>



**OFFICE SERVICES (Dept #103)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Salaries &amp; Benefits</b>		405	-	223,516	227,234	112,527	229,869	48.95%	231,231
002101-103	WAGES - SALARIED	323	-	173,480	176,510	87,327	178,280	48.98%	181,500
002102-103	CPP	-	-	7,736	7,695	4,205	7,800	53.91%	8,370
002107-103	EI	15	-	3,571	3,510	1,988	3,660	54.31%	3,675
002108-103	OMERS	8	-	16,102	16,500	8,152	16,755	48.65%	16,856
002109-103	WSIB	43	-	5,385	5,384	2,760	5,705	48.38%	5,717
002110-103	GROUP INSURANCE	10	-	13,848	14,193	6,387	14,193	45.00%	11,573
002111-103	EHT	-	-	3,395	3,442	1,709	3,476	49.16%	3,539
002112-103	VACATION PAY	6	-	-	-	-	-	0.00%	-

**OTHER EMPLOYEE RELATED**

		412		-		#DIV/0!			700
<b>Other Employee Related</b>		412	-	-	-	-	-	0.00%	500
002122-103	STAFF MILEAGE	-	-	-	-	-	-	0.00%	200
002123-103	STAFF EXPENSES	-	-	-	-	-	-	0.00%	-
002124-103	STAFF TRAINING & DEV.	-	-	-	-	-	-	0.00%	-
002134-107	UNIFORMS	-	-	-	-	-	-	#DIV/0!	-
002154-107	RECRUITMENT EXPENSES	-	-	-	-	-	-	#DIV/0!	-
002155-107	HEALTH & SAFETY	-	-	-	-	-	-	#DIV/0!	-
002158-107	STAFF RECOGNITION	-	-	-	-	-	-	#DIV/0!	-
NEW	STAFF MEETINGS	-	-	-	-	-	-	#DIV/0!	-
002171-107	HEALTH SPENDING SUN LIFE	-	-	-	-	-	-	#DIV/0!	-
002180-107	RETIREE BENEFITS	-	-	-	-	-	-	#DIV/0!	-
002170-XXX	CAO EXPENSES	-	-	-	-	-	-	#DIV/0!	-

**BOARD AND VOLUNTEER**

		-		-		#DIV/0!			-
<b>Board and Volunteer</b>		-	-	-	-	-	-	0.00%	-
002116-103	MEMBER'S PER DIEM	-	-	-	-	-	-	0.00%	-
002117-103	MEMBER'S HONORARIUM	-	-	-	-	-	-	0.00%	-
002118-103	MEMBER'S MILEAGE	-	-	-	-	-	-	0.00%	-
002119-103	MEMBER'S EXPENSES	-	-	-	-	-	-	0.00%	-
002168-103	COMMUNITY OUTREACH	-	-	-	-	-	-	0.00%	-

**PROFESSIONAL FEES**

		-		-		#DIV/0!			-
<b>Professional Fees</b>		-	-	-	-	-	-	0.00%	-
002151-103	LEGAL FEES	-	-	-	-	-	-	0.00%	-
002163-103	SERVICES	-	-	-	-	-	-	0.00%	-

**OFFICE SERVICES (Dept #103)**  
**BUDGET WORKSHEET - 2020**

**VEHICLES AND EQUIPMENT**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Vehicles &amp; Equipment</b>		31,837	42,000	12,824	41,000	4,096	19,500	21.00%	16,820
002125-103	EQUIPMENT PURCHASE	-	3,000	430	1,000	-	500	0.00%	500
002126-103	EQUIPMENT RENTAL	29,149	35,000	10,321	36,000	4,096	16,000	25.60%	16,320
002127-103	POSTAGE METER RENTAL	2,689	4,000	2,073	4,000	-	3,000	0.00%	-

**MATERIALS AND SUPPLIES**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Materials and Supplies</b>		24,945	29,500	28,705	30,000	9,565	33,000	28.98%	27,500
002131-103	POSTAGE	8,820	10,000	11,760	10,000	4,307	15,000	28.71%	10,000
002132-103	STATIONERY	4,349	4,500	3,859	5,000	1,403	5,000	28.06%	4,500
002133-103	MATERIALS & SUPPLIES	11,777	15,000	13,086	15,000	3,855	13,000	29.65%	13,000

**MARKETING AND PROMOTION**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Marketing and Promotion</b>		-	-	-	-	-	-	#DIV/0!	-
002159-103	MARKETING							#DIV/0!	
002161-103	GENERAL PRINTING							#DIV/0!	
002162-103	ADVERTISING							#DIV/0!	
002168-103	COMMUNITY OUTREACH							#DIV/0!	
002196-103	SIGNS							#DIV/0!	

**EXPENSES**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Cost and expenses</b>		2,521	2,000	980	-	365	2,000	0.00%	1,000
002145-103	MISCELLANEOUS	2,521	2,000	980	-	365	2,000	0.00%	1,000
002147-107	MEMBERSHIPS	-	-	-	-	-	-	0.00%	-
002167-111	ACHIEVEMENT AWARDS	-	-	-	-	-	-	0.00%	-
002169-111	PHOTOGRAPHY/VIDEO	-	-	-	-	-	-	0.00%	-
002175-111	EXHIBITS & DISPLAYS	-	-	-	-	-	-	0.00%	-
002283-111	SPECIAL PROJECTS	-	-	-	-	-	-	0.00%	-

**TOTAL EXPENSES**

60,121	73,500	266,025	298,234	126,552	284,369	44.50%	277,251
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**HUMAN RESOURCES (Dept #107)**  
**BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>SALARIES &amp; BENEFITS</b>									
Salaries & Benefits		-	-	133,820	117,368	72,580	199,001	36.47%	119,816
002101-107	WAGES - SALARIED			107,011	92,326	57,384	145,878	39.34%	94,882
002107-107	CPP			3,292	2,565	-	15,000	0.00%	2,790
002108-107	EI			1,541	1,170	2,813	4,600	61.16%	1,225
002109-107	OMERS			10,444	10,385	1,305	2,220	58.79%	10,638
002110-107	WSIB			3,321	2,816	5,142	15,500	33.18%	2,989
002111-107	GROUP INSURANCE			6,117	6,306	1,814	4,668	38.85%	5,442
002112-107	EHT			2,093	1,800	2,999	8,290	36.18%	1,850
002113-107	VACATION PAY	-	-	-	-	1,122	2,845	0.00%	-
<b>OTHER EMPLOYEE RELATED</b>									
Other Employee Related		89,070	113,120	115,895	195,750	65,445	169,750	38.55%	164,822
002122-107	STAFF MILEAGE	-	-	1,159	750	849	1,000	84.92%	1,000
002123-107	STAFF EXPENSES	-	-	91	500	254	250	101.76%	250
002124-107	STAFF TRAINING & DEV.	55,745	50,000	76,906	120,000	18,306	85,000	21.54%	82,500
002134-107	UNIFORMS	17,293	22,000	8,713	19,000	1,599	20,500	7.80%	20,000
002154-107	RECRUITMENT EXPENSES	3,621	5,000	3,329	5,000	25,086	5,000	501.72%	5,000
002155-107	HEALTH & SAFETY	7,404	6,500	11,417	10,000	1,371	10,000	13.71%	10,000
002158-107	STAFF RECOGNITION	896	1,000	7,525	9,000	1,305	9,500	13.73%	9,500
NEW	STAFF MEETINGS								3,000
002170-107	CAO EXPENSES								
002171-107	HEALTH SPENDING SUN LIFE	4,110	-	6,755	3,000	4,920	10,000	49.20%	15,000
002180-107	RETIREE BENEFITS	-	28,620	-	28,500	11,755	28,500	41.25%	18,572
<b>BOARD AND VOLUNTEER</b>									
Board and Volunteer		-	-	-	-	-	-	#DIV/0!	-
002116-107	MEMBER'S PER DIEM	-	-	-	-	-	-	0.00%	-
002117-107	MEMBER'S HONORARIUM	-	-	-	-	-	-	0.00%	-
002118-107	MEMBER'S MILEAGE	-	-	-	-	-	-	0.00%	-
002119-107	MEMBER'S EXPENSES	-	-	-	-	-	-	0.00%	-
002168-107	COMMUNITY OUTREACH	-	-	-	-	-	-	0.00%	-
<b>PROFESSIONAL FEES</b>									
Professional Fees		-	-	135,670	150,000	125,900	100,000	125.90%	110,000
002151-107	LEGAL FEES	-	-	135,670	150,000	125,900	100,000	125.90%	100,000
002163-107	SERVICES							#DIV/0!	10,000



# HUMAN RESOURCES (Dept #107)

## BUDGET WORKSHEET - 2020

### VEHICLES AND EQUIPMENT

#### Vehicles & Equipment

002125-107	EQUIPMENT PURCHASE
002126-107	EQUIPMENT RENTAL
002127-107	POSTAGE METER RENTAL

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

-	-	-	-	#DIV/0!	-
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	

### MATERIALS AND SUPPLIES

#### Materials and Supplies

002131-107	POSTAGE
002132-107	STATIONERY
002133-107	MATERIALS & SUPPLIES

-	-	-	-	#DIV/0!	-
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	

### MARKETING AND PROMOTION

#### Marketing and Promotion

002159-107	MARKETING
002161-107	GENERAL PRINTING
002162-107	ADVERTISING
002168-107	COMMUNITY OUTREACH
002196-107	SIGNS

-	-	-	-	#DIV/0!	-
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	

### EXPENSES

#### Cost and expenses

002145-107	MISCELLANEOUS
002147-107	MEMBERSHIPS
002167-111	ACHIEVEMENT AWARDS
002169-111	PHOTOGRAPHY/VIDEO
002175-111	EXHIBITS & DISPLAYS
002283-111	SPECIAL PROJECTS

254	1,000	2,527	10,000	11,683	10,000	0.00%	7,500
254	1,000	34	-	7,350	-	0.00%	
-	-	2,493	10,000	4,333	10,000	0.00%	7,500
						0.00%	
						0.00%	
						0.00%	
						0.00%	

### TOTAL EXPENSES

89,324	114,120	387,911	473,118	275,607	478,751	57.57%	402,138
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**COMMUNICATIONS (Dept #111)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Salaries &amp; Benefits</b>		<b>298,607</b>	<b>296,266</b>	<b>473,994</b>	<b>375,557</b>	<b>234,789</b>	<b>406,452</b>	<b>57.77%</b>	<b>377,432</b>
002101-111	WAGES - SALARIED	235,387	228,609	372,180	291,886	185,352	316,845	58.50%	294,928
002107-111	CPP	8,888	8,690	13,445	10,260	8,764	10,400	84.27%	11,160
002108-111	EI	3,595	4,666	6,554	4,680	4,005	4,880	82.07%	4,900
002109-111	OMERS	22,839	24,144	36,252	30,220	15,399	33,655	45.76%	30,202
002110-111	WSIB	6,714	7,309	11,648	8,903	5,955	10,139	58.73%	9,290
002111-111	GROUP INSURANCE	16,737	17,900	26,452	23,916	11,689	24,355	47.99%	21,201
002112-111	EHT	4,448	4,948	7,342	5,692	3,625	6,178	58.68%	5,751
002113-111	VACATION PAY	-	-	122	-	-	-	0.00%	-

**OTHER EMPLOYEE RELATED**

<b>Other Employee Related</b>		<b>5,175</b>	<b>6,500</b>	<b>9,999</b>	<b>7,500</b>	<b>2,591</b>	<b>7,000</b>	<b>37.01%</b>	<b>7,000</b>
002122-111	STAFF MILEAGE	3,956	5,000	8,464	5,000	1,643	5,000	32.86%	5,000
002123-111	STAFF EXPENSES	1,220	1,500	1,535	2,500	948	2,000	47.39%	2,000
002124-111	STAFF TRAINING & DEV.							#DIV/0!	
002134-111	UNIFORMS							#DIV/0!	
002154-111	RECRUITMENT EXPENSES							#DIV/0!	
002155-111	HEALTH & SAFETY							#DIV/0!	
002158-111	STAFF RECOGNITION							#DIV/0!	
NEW	STAFF MEETINGS								
002170-XXX	CAO EXPENSES								
002171-111	HEALTH SPENDING SUN LIFE							#DIV/0!	
002180-111	RETIREE BENEFITS							#DIV/0!	

**BOARD AND VOLUNTEER**

<b>Board and Volunteer</b>		-	-	-	-	-	-	#DIV/0!	-
002116-111	MEMBER'S PER DIEM	-	-	-	-	-	-	0.00%	-
002117-111	MEMBER'S HONORARIUM	-	-	-	-	-	-	0.00%	-
002118-111	MEMBER'S MILEAGE	-	-	-	-	-	-	0.00%	-
002119-111	MEMBER'S EXPENSES	-	-	-	-	-	-	0.00%	-
002168-111	COMMUNITY OUTREACH	-	-	-	-	-	-	0.00%	-

**PROFESSIONAL FEES**

<b>Professional Fees</b>		<b>2,730</b>	<b>12,000</b>	<b>60,087</b>	<b>36,000</b>	<b>6,470</b>	<b>39,000</b>	<b>16.59%</b>	<b>20,000</b>
002151-111	LEGAL FEES							#DIV/0!	
002163-111	SERVICES	2,730	12,000	60,087	36,000	6,470	39,000	16.59%	20,000

**COMMUNICATIONS (Dept #111)**  
**BUDGET WORKSHEET - 2020**

**VEHICLES AND EQUIPMENT**

**Vehicles & Equipment**

002125-111	EQUIPMENT PURCHASE
002126-111	EQUIPMENT RENTAL
002127-111	POSTAGE METER RENTAL

2017	
Annual	
Actual	Budget
1,638	1,000
1,638	1,000

2018	
Annual	
Actual	Budget
789	1,000
789	1,000

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used
-	1,000	0.00%
-	1,000	0.00%
		#DIV/0!
		#DIV/0!

2020
Budget Draft 1:
1,000
1,000

**MATERIALS AND SUPPLIES**

**Materials and Supplies**

002131-107	POSTAGE
002132-107	STATIONERY
002133-111	MATERIALS & SUPPLIES

8,627	4,000
8,627	4,000

6,269	3,000
6,269	3,000

3,224	7,500	42.99%
		#DIV/0!
3,224	7,500	42.99%

6,000
6,000

**MARKETING AND PROMOTION**

**Marketing and Promotion**

002159-111	MARKETING
002161-111	GENERAL PRINTING
002162-111	ADVERTISING
002168-111	COMMUNITY OUTREACH
002196-111	SIGNS

170,766	114,000
17,300	20,000
9,899	10,000
130,866	69,000
-	-
12,702	15,000

141,316	130,000
33,833	25,000
24,927	10,000
61,307	65,000
14,196	15,000
7,052	15,000

38,225	113,000	33.83%
976	30,000	3.25%
8,268	15,000	55.12%
8,022	45,000	17.83%
9,395	15,000	62.63%
11,564	8,000	144.55%

143,000
50,000
15,000
45,000
20,000
13,000

**EXPENSES**

**Cost and expenses**

002145-111	MISCELLANEOUS
002147-111	MEMBERSHIPS
002167-111	ACHIEVEMENT AWARDS
002169-111	PHOTOGRAPHY/VIDEO
002175-111	EXHIBITS & DISPLAYS
002283-111	SPECIAL PROJECTS

29,879	21,700
1,298	1,200
14,178	10,000
4,374	8,000
24	2,500
10,006	-

52,434	29,000
2,835	1,500
15,528	15,000
4,202	10,000
4,032	2,500
25,837	-

13,907	21,000	0.00%
		0.00%
13,907	16,000	0.00%
-	5,000	0.00%
		0.00%
		0.00%

49,000
12,000
16,000
5,000
1,000
15,000

**TOTAL EXPENSES**

517,422	455,466
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744,888	582,057
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299,205	594,952	50.29%
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603,432
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# CORPORATE SERVICES (ALL) - CONSOLIDATED BUDGET WORKSHEET - 2020

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>SALARIES &amp; BENEFITS</b>									
<b>Salaries &amp; Benefits</b>		<b>1,032,471</b>	<b>972,774</b>	<b>1,139,780</b>	<b>1,207,598</b>	<b>476,857</b>	<b>1,156,490</b>	<b>41.23%</b>	<b>1,201,543</b>
002101-109	WAGES - SALARIED	820,644	753,584	914,410	960,416	369,487	917,931	77.91%	947,220
002104-109	WAGES - CASUAL	8,707	6,400	6,720	-	1,421	7,160	#DIV/0!	-
002107-109	CPP	27,894	25,100	27,090	27,575	18,193	25,350	133.60%	33,480
002108-109	EI	10,926	13,198	12,530	12,575	8,382	11,895	131.97%	14,700
002109-109	OMERS	78,360	80,436	92,360	98,670	39,614	92,690	80.37%	99,721
002110-109	WSIB	23,310	21,889	28,521	29,292	11,653	29,375	76.44%	29,837
002111-109	GROUP INSURANCE	46,616	57,348	41,223	60,345	20,852	54,188	58.29%	58,113
002112-109	EHT	15,666	14,819	16,657	18,725	7,254	17,901	78.51%	18,471
002113-109	VACATION PAY	348	-	269	-	-	-	0.00%	-
<b>OTHER EMPLOYEE RELATED</b>									
<b>Other Employee Related</b>		<b>86,688</b>	<b>44,125</b>	<b>9,879</b>	<b>48,855</b>	<b>2,995</b>	<b>88,970</b>	<b>3.37%</b>	<b>12,000</b>
002122-109	STAFF MILEAGE	3,688	8,400	3,410	6,000	1,088	4,000	34.87%	6,000
002123-109	STAFF EXPENSES	6,000	5,725	6,469	12,855	1,908	9,970	103.22%	6,000
002158-105	EMPLOYEE ALLOWANCE	77,000	30,000	-	30,000	-	75,000	#DIV/0!	-
<b>PROFESSIONAL FEES</b>									
<b>Professional Fees</b>		<b>718,109</b>	<b>315,250</b>	<b>303,208</b>	<b>388,075</b>	<b>104,365</b>	<b>297,690</b>	<b>35.06%</b>	<b>290,000</b>
002149-109	AUDIT FEES	40,433	21,000	36,735	35,000	2,915	35,000	#DIV/0!	35,000
002151-109	LEGAL FEES	448,238	45,000	8,717	10,000	9,737	10,000	#DIV/0!	10,000
002163-109	SERVICES	143,316	147,000	150,348	165,000	79,544	157,500	#DIV/0!	165,000
002165-109	CONSULTING SERVICES	86,122	102,250	107,408	178,075	12,169	95,190	#DIV/0!	80,000
<b>CONTRACTOR SERVICES</b>									
<b>Contractor Services</b>		<b>56,997</b>	<b>56,000</b>	<b>-</b>	<b>250,000</b>	<b>6,620</b>	<b>250,000</b>	<b>2.65%</b>	<b>150,000</b>
002164-109	CONTRACTOR SERVICES	56,997	56,000	-	250,000	6,620	250,000	#DIV/0!	150,000
<b>VEHICLES AND EQUIPMENT</b>									
<b>Vehicles &amp; Equipment</b>		<b>296</b>	<b>24,600</b>	<b>3,058</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>	<b>7,000</b>
002126-109	EQUIPMENT RENTAL	296	19,600	3,058	-	-	-	#DIV/0!	-
002128-109	EQUIPMENT MAINTENANCE	-	5,000	-	-	-	-	#DIV/0!	7,000
<b>MATERIALS AND SUPPLIES</b>									

# CORPORATE SERVICES (ALL) - CONSOLIDATED BUDGET WORKSHEET - 2020

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Materials and Supplies</b>		<b>38,712</b>	<b>81,000</b>	<b>10,636</b>	<b>46,345</b>	<b>702</b>	<b>18,172</b>	<b>3.86%</b>	<b>118,172</b>
002133-109	MATERIALS & SUPPLIES	38,712	81,000	9,597	16,345	458	13,172	#DIV/0!	18,172
002268-109	TREES	-	-	-	5,000	-	-	#DIV/0!	100,000
002293-109	ECO. MAT/SUPPLIES	-	-	1,039	25,000	244	5,000	#DIV/0!	-
<b>OCCUPANCY COSTS</b>									
<b>Occupancy Costs</b>		<b>85,838</b>	<b>75,000</b>	<b>527,428</b>	<b>507,000</b>	<b>289,589</b>	<b>540,000</b>	<b>53.63%</b>	<b>548,803</b>
002121-109	OFFICE LEASE	-	-	133,249	130,000	61,964	140,000	#DIV/0!	140,000
002135-109	VOICE/DATA SERVICE	85,838	75,000	82,569	75,000	33,460	75,000	#DIV/0!	75,000
002137-109	HYDRO	-	-	138,575	145,000	37,574	145,000	#DIV/0!	145,863
002152-109	PROPERTY TAXES	-	-	36,974	32,000	22,433	38,000	#DIV/0!	38,000
002153-109	INSURANCE	-	-	112,183	105,000	120,646	120,000	#DIV/0!	127,500
002220-109	NATURAL GAS	-	-	23,878	20,000	13,512	22,000	#DIV/0!	22,440
<b>DEBT SERVICING</b>									
<b>Debt Servicing</b>		<b>109,591</b>	<b>1,092,262</b>	<b>63,691</b>	<b>824,120</b>	<b>16,327</b>	<b>27,980</b>	<b>58.35%</b>	<b>5,030</b>
002200-109	DEBT CHARGES-NIAGARA REGION	-	1,092,262	-	824,120	16,327	27,980	#DIV/0!	-
002202-109	DEBT CHARGES INTEREST - NIAGARA REGION	109,591	-	63,691	-	-	-	#DIV/0!	5,030
<b>MARKETING AND PROMOTION</b>									
<b>Marketing and Promotion</b>		<b>47,502</b>	<b>68,500</b>	<b>75,390</b>	<b>77,500</b>	<b>57,945</b>	<b>77,500</b>	<b>74.77%</b>	<b>110,000</b>
002145-109	MISCELLANEOUS	650	500	7,572	500	-	500	#DIV/0!	-
002176-109	LICENCE FEES	46,852	68,000	67,818	77,000	57,945	77,000	#DIV/0!	110,000
<b>EXPENSES</b>									
<b>Cost and expenses</b>		<b>121,708</b>	<b>95,200</b>	<b>105,558</b>	<b>124,542</b>	<b>77,082</b>	<b>128,404</b>	<b>60.03%</b>	<b>112,200</b>
002145-109	MISCELLANEOUS	24,918	10,200	6,921	9,000	247	9,000	-3.09%	5,000
002146-109	ACAO LEVY	45,602	45,000	52,395	46,000	49,974	55,000	#DIV/0!	55,000
002147-109	MEMBERSHIPS	350	2,000	278	1,500	-	1,000	#DIV/0!	2,200
002150-109	BANK CHARGES	39,167	38,000	38,915	37,000	24,486	38,000	#DIV/0!	40,000
002179-109	PUBLICATIONS & SUBSCRIPTIONS	-	-	-	1,500	-	-	#DIV/0!	-
002263-109	FISH STOCKING	-	-	4,524	8,000	2,598	5,000	#DIV/0!	-
002294-109	INVENTORY UPDATES	-	-	2,224	2,500	112	2,500	5000.00%	-
002177-109	COMMITTEE EXPENSES	684	-	-	-	-	-	#DIV/0!	-
002139-109	ACCOMODATION/FOOD & BEVERAGE	15	-	301	3,175	-	3,085	#DIV/0!	-

# CORPORATE SERVICES (ALL) - CONSOLIDATED BUDGET WORKSHEET - 2020

	2017		2018		2019			2020
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
	Actual	Budget	Actual	Budget				
002193-109 VEHICLE CHARGEBACK	-	-	-	-	159	14,819	#DIV/0!	-
002195-109 COMMUNICATIONS SERVICES	10,972	-	-	15,867	-	-	#DIV/0!	10,000
<b>TOTAL EXPENSES</b>	<b>2,297,912</b>	<b>2,824,711</b>	<b>2,238,628</b>	<b>3,474,035</b>	<b>1,032,481</b>	<b>2,585,206</b>	<b>39.94%</b>	<b>2,554,750</b>
<b>REVENUES</b>								
<b>MUNICIPAL FUNDING</b>								
Municipal Funding	2,183,160	2,625,211	1,901,410	3,189,535	963,120	2,325,706	41.41%	2,265,250
001007-394 MUNICIPAL LEVY-GENERAL	2,183,160	2,625,211	1,077,290	2,365,415	956,125	2,297,725	41.61%	2,260,220
001065-394 LEVY -SPECIAL -NIAGARA	-	-	824,120	824,120	6,995	27,981	25.00%	5,030
<b>PROVINCIAL FUNDING</b>								
Provincial Funding	63,038	99,500	49,500	99,500	-	99,500	0.00%	99,500
001002-241 PROVINCIAL GRANTS-MOE	63,038	99,500	49,500	99,500	-	99,500	0.00%	99,500
<b>FEDERAL FUNDING</b>								
Federal Grants	51,714	100,000	132,705	100,000	25,000	100,000	25.00%	100,000
001004-241 FEDERAL GRANTS	51,714	100,000	132,705	100,000	25,000	100,000	25.00%	100,000
<b>INTEREST INCOME</b>								
Interest Income	-	-	155,013	85,000	44,361	60,000	73.94%	90,000
001013-490 INTEREST INCOME	-	-	155,013	85,000	44,361	60,000	73.94%	90,000
<b>TOTAL REVENUES</b>	<b>2,297,912</b>	<b>2,824,711</b>	<b>2,238,628</b>	<b>3,474,035</b>	<b>1,032,481</b>	<b>2,585,206</b>	<b>39.94%</b>	<b>2,554,750</b>



**MANAGEMENT (#101)**  
**BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>SALARIES &amp; BENEFITS</b>									
Salaries & Benefits		500,071	479,376	354,370	422,519	163,680	530,996	30.83%	147,428
002101-109	WAGES - SALARIED	392,672	373,041	282,896	338,280	130,870	417,945	31.31%	117,896
002104-109	WAGES - CASUAL			6,720	-	1,421	7,160	19.85%	
002107-109	CPP	13,438	12,725	6,001	7,695	6,522	10,400	62.71%	2,790
002108-109	EI	5,070	6,685	2,785	3,510	3,009	4,880	61.65%	1,225
002109-109	OMERS	41,931	39,491	32,986	40,120	12,979	46,685	27.80%	13,998
002110-109	WSIB	11,354	10,744	9,005	10,318	4,179	13,374	31.25%	3,714
002111-109	GROUP INSURANCE	27,863	29,416	9,406	16,000	2,114	22,402	9.43%	5,506
002112-109	EHT	7,744	7,274	4,304	6,596	2,587	8,150	31.74%	2,299
002113-109	VACATION PAY			269	-			0.00%	-
<b>OTHER EMPLOYEE RELATED</b>									
Other Employee Related		82,669	36,100	5,146	39,000	540	81,500	0.66%	2,000
002122-109	STAFF MILEAGE	1,281	3,000	326	3,000	54	1,500	3.60%	1,000
002123-109	STAFF EXPENSES	4,389	3,100	4,820	6,000	486	5,000	9.72%	1,000
002158-105	EMPLOYEE ALLOWANCE	77,000	30,000	-	30,000		75,000	0.00%	-
<b>PROFESSIONAL FEES</b>									
Professional Fees		526,935	115,000	118,625	150,000	21,906	70,000	31.29%	40,000
002149-109	AUDIT FEES							#DIV/0!	
002151-109	LEGAL FEES	448,238	45,000	8,717	10,000	9,737	10,000	97.37%	10,000
002163-109	SERVICES							#DIV/0!	
002165-109	CONSULTING SERVICES	78,697	70,000	109,908	140,000	12,169	60,000	20.28%	30,000
<b>CONTRACTOR SERVICES</b>									
Contractor Services		-	-	-	-	-	-	#DIV/0!	-
002164-109	CONTRACTOR SERVICES							#DIV/0!	
<b>VEHICLES AND EQUIPMENT</b>									
Vehicles & Equipment		-	-	-	-	-	-	#DIV/0!	-
002126-109	EQUIPMENT RENTAL							#DIV/0!	
002128-109	EQUIPMENT MAINTENANCE							#DIV/0!	

**MANAGEMENT (#101)**  
**BUDGET WORKSHEET - 2020**

**MATERIALS AND SUPPLIES**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Materials and Supplies</b>		<b>531</b>	<b>5,000</b>	<b>2,156</b>	<b>35,000</b>	<b>479</b>	<b>8,000</b>	<b>5.99%</b>	<b>1,000</b>
002133-109	MATERIALS & SUPPLIES	531	5,000	1,117	5,000	235	3,000	7.83%	1,000
002268-109	TREES				5,000			#DIV/0!	
002293-109	ECO. MAT/SUPPLIES			1,039	25,000	244	5,000	4.88%	

**OCCUPANCY COSTS**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Occupancy Costs</b>		<b>-</b>	<b>-</b>	<b>444,858</b>	<b>432,000</b>	<b>256,129</b>	<b>465,000</b>	<b>55.08%</b>	<b>473,803</b>
002121-109	OFFICE LEASE			133,249	130,000	61,964	140,000	44.26%	140,000
002135-109	VOICE/DATA SERVICE							#DIV/0!	
002137-109	HYDRO			138,575	145,000	37,574	145,000	25.91%	145,863
002152-109	PROPERTY TAXES			36,974	32,000	22,433	38,000	59.03%	38,000
002153-109	INSURANCE			112,183	105,000	120,646	120,000	100.54%	127,500
002220-109	NATURAL GAS			23,878	20,000	13,512	22,000	61.42%	22,440

**DEBT SERVICING**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Debt Servicing</b>		<b>109,591</b>	<b>1,092,262</b>	<b>63,691</b>	<b>824,120</b>	<b>16,327</b>	<b>27,980</b>	<b>58.35%</b>	<b>5,030</b>
002200-109	DEBT CHARGES-NIAGARA REGION		1,092,262		824,120	16,327	27,980	58.35%	
002202-109	DEBT CHARGES INTEREST - NIAGARA REGION	109,591		63,691				#DIV/0!	5,030

**MARKETING AND PROMOTION**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Marketing and Promotion</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>	<b>-</b>
002145-109	MISCELLANEOUS							#DIV/0!	
002176-109	LICENCE FEES							#DIV/0!	

**EXPENSES**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Cost and expenses</b>		<b>70,081</b>	<b>56,000</b>	<b>66,339</b>	<b>67,500</b>	<b>52,437</b>	<b>71,500</b>	<b>73.34%</b>	<b>61,200</b>
002145-109	MISCELLANEOUS	24,129	9,000	6,918	8,000	247	8,000	-3.09%	4,000
002146-109	ACAO LEVY	45,602	45,000	52,395	46,000	49,974	55,000	90.86%	55,000
002147-109	MEMBERSHIPS	350	2,000	278	1,500		1,000	0.00%	2,200
002150-109	BANK CHARGES							#DIV/0!	
002179-109	PUBLICATIONS & SUBSCRIPTIONS				1,500			#DIV/0!	
002263-109	FISH STOCKING			4,524	8,000	2,598	5,000	51.96%	
002294-109	INVENTORY UPDATES			2,224	2,500	112	2,500	2500.00%	

**MANAGEMENT (#101)**  
**BUDGET WORKSHEET - 2020**

002177-109 COMMITTEE EXPENSES  
 002139-109 ACCOMODATION/FOOD & BEVERAGE  
 002193-109 VEHICLE CHARGEBACK  
 002195-109 COMMUNICATIONS SERVICES

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
1,289,878	1,783,738	1,055,186	1,970,139	511,498	1,254,976	40.76%	730,461

**REVENUES**

**MUNICIPAL FUNDING**

Municipal Funding		1,289,878	1,783,738	900,173	1,885,139	467,137	1,194,976	39.09%	629,889
001007-394	MUNICIPAL LEVY-GENERAL	1,289,878	1,783,738	76,053	1,061,019	460,142	1,166,995	39.43%	624,859
001065-394	LEVY -SPECIAL -NIAGARA			824,120	824,120	6,995	27,981	25.00%	5,030

**PROVINCIAL FUNDING**

Provincial Funding		-	-	-	-	-	-	#DIV/0!	10,572
001002-241	PROVINCIAL GRANTS-MOE							#DIV/0!	10,572

**FEDERAL FUNDING**

Federal Grants		-	-	-	-	-	-	#DIV/0!	-
001004-241	FEDERAL GRANTS							#DIV/0!	

**INTEREST INCOME**

Interest Income		-	-	155,013	85,000	44,361	60,000	73.94%	90,000
001013-490	INTEREST INCOME	-	-	155,013	85,000	44,361	60,000	73.94%	90,000

**TOTAL REVENUES**

<b>TOTAL REVENUES</b>	<b>1,289,878</b>	<b>1,783,738</b>	<b>1,055,186</b>	<b>1,970,139</b>	<b>511,498</b>	<b>1,254,976</b>	<b>40.76%</b>	<b>730,461</b>
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**FINANCIAL SERVICES (#105)  
BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Salaries &amp; Benefits</b>		<b>191,654</b>	<b>201,796</b>	<b>278,093</b>	<b>300,316</b>	<b>148,253</b>	<b>308,352</b>	<b>48.08%</b>	<b>337,444</b>
002101-109	WAGES - SALARIED	157,793	158,101	224,800	233,705	113,061	242,644	46.60%	265,883
002104-109	WAGES - CASUAL							#DIV/0!	
002107-109	CPP	5,161	5,090	7,983	7,695	5,530	7,800	70.89%	11,160
002108-109	EI	1,993	2,674	3,690	3,510	2,574	3,660	70.32%	4,900
002109-109	OMERS	16,909	16,925	25,682	24,850	13,700	26,060	52.57%	25,961
002110-109	WSIB	4,446	4,553	6,894	7,128	3,509	7,765	45.19%	8,375
002111-109	GROUP INSURANCE	2,367	11,370	4,645	18,871	7,667	15,691	48.86%	15,980
002112-109	EHT	2,986	3,083	4,399	4,557	2,213	4,732	46.77%	5,185
002113-109	VACATION PAY			-	-			0.00%	-

**OTHER EMPLOYEE RELATED**

<b>Other Employee Related</b>		<b>1,575</b>	<b>1,250</b>	<b>1,951</b>	<b>4,000</b>	<b>1,871</b>	<b>3,000</b>	<b>62.38%</b>	<b>3,500</b>
002122-109	STAFF MILEAGE	899	1,000	1,076	2,000	469	1,500	31.27%	1,500
002123-109	STAFF EXPENSES	675	250	875	2,000	1,402	1,500	93.50%	2,000
002158-105	EMPLOYEE ALLOWANCE							#DIV/0!	

**PROFESSIONAL FEES**

<b>Professional Fees</b>		<b>50,821</b>	<b>28,000</b>	<b>41,013</b>	<b>45,000</b>	<b>3,930</b>	<b>37,500</b>	<b>10.48%</b>	<b>40,000</b>
002149-109	AUDIT FEES	40,433	21,000	36,735	35,000	2,915	35,000	8.33%	35,000
002151-109	LEGAL FEES							#DIV/0!	
002163-109	SERVICES	10,388	7,000	4,278	10,000	1,015	2,500	40.60%	5,000
002165-109	CONSULTING SERVICES							#DIV/0!	

**CONTRACTOR SERVICES**

<b>Contractor Services</b>		-	-	-	-	-	-	#DIV/0!	-
002164-109	CONTRACTOR SERVICES							#DIV/0!	

**VEHICLES AND EQUIPMENT**

<b>Vehicles &amp; Equipment</b>		-	-	-	-	-	-	#DIV/0!	-
002126-109	EQUIPMENT RENTAL							#DIV/0!	
002128-109	EQUIPMENT MAINTENANCE							#DIV/0!	

# FINANCIAL SERVICES (#105) BUDGET WORKSHEET - 2020

## MATERIALS AND SUPPLIES

### Materials and Supplies

002133-109	MATERIALS & SUPPLIES
002268-109	TREES
002293-109	ECO. MAT/SUPPLIES

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	

## OCCUPANCY COSTS

### Occupancy Costs

002121-109	OFFICE LEASE
002135-109	VOICE/DATA SERVICE
002137-109	HYDRO
002152-109	PROPERTY TAXES
002153-109	INSURANCE
002220-109	NATURAL GAS

						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	

## DEBT SERVICING

### Debt Servicing

002200-109	DEBT CHARGES-NIAGARA REGION
002202-109	DEBT CHARGES INTEREST - NIAGARA REGION

						#DIV/0!	
						#DIV/0!	
						#DIV/0!	

## MARKETING AND PROMOTION

### Marketing and Promotion

002145-109	MISCELLANEOUS
002176-109	LICENCE FEES

						#DIV/0!	
						#DIV/0!	
						#DIV/0!	

## EXPENSES

### Cost and expenses

002145-109	MISCELLANEOUS	39,956	39,200
002146-109	ACAO LEVY	789	1,200
002147-109	MEMBERSHIPS		
002150-109	BANK CHARGES	39,167	38,000
002179-109	PUBLICATIONS & SUBSCRIPTIONS		
002263-109	FISH STOCKING		
002294-109	INVENTORY UPDATES		

		38,918	38,000	24,486	39,000	62.78%	41,000
		3	1,000		1,000	0.00%	1,000
						#DIV/0!	
						#DIV/0!	
		38,915	37,000	24,486	38,000	64.44%	40,000
						#DIV/0!	
						#DIV/0!	
						2500.00%	

**FINANCIAL SERVICES (#105)**  
**BUDGET WORKSHEET - 2020**

002177-109 COMMITTEE EXPENSES  
 002139-109 ACCOMODATION/FOOD & BEVERAGE  
 002193-109 VEHICLE CHARGEBACK  
 002195-109 COMMUNICATIONS SERVICES

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget			#DIV/0! #DIV/0! #DIV/0! #DIV/0!	
284,006	270,246	359,975	387,316	178,541	387,852	46.03%	421,944

**MANAGEMENT & FINANCIAL SERVICES - CONSOLIDATED  
BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>SALARIES &amp; BENEFITS</b>									
Salaries & Benefits		691,725	681,172	632,464	722,835	311,933	839,348	37.16%	484,871
002101-109	WAGES - SALARIED	550,465	531,142	507,696	571,985	243,931	660,589	77.91%	383,779
002104-109	WAGES - CASUAL	-	-	6,720	-	1,421	7,160	#DIV/0!	-
002107-109	CPP	18,599	17,815	13,984	15,390	12,052	18,200	133.60%	13,950
002108-109	EI	7,063	9,359	6,475	7,020	5,582	8,540	131.97%	6,125
002109-109	OMERS	58,840	56,416	58,668	64,970	26,679	72,745	80.37%	39,960
002110-109	WSIB	15,799	15,297	15,899	17,446	7,688	21,139	76.44%	12,089
002111-109	GROUP INSURANCE	30,229	40,786	14,051	34,871	9,780	38,093	58.29%	21,485
002112-109	EHT	10,730	10,357	8,703	11,153	4,800	12,882	78.51%	7,484
002113-109	VACATION PAY	-	-	269	-	-	-	0.00%	-
<b>OTHER EMPLOYEE RELATED</b>									
Other Employee Related		84,244	37,350	7,097	43,000	2,411	84,500	2.85%	5,500
002122-109	STAFF MILEAGE	2,180	4,000	1,402	5,000	523	3,000	34.87%	2,500
002123-109	STAFF EXPENSES	5,064	3,350	5,695	8,000	1,888	6,500	103.22%	3,000
002158-105	EMPLOYEE ALLOWANCE	77,000	30,000	-	30,000	-	75,000	#DIV/0!	-
<b>PROFESSIONAL FEES</b>									
Professional Fees		577,756	143,000	159,638	195,000	25,836	107,500	24.03%	80,000
002149-109	AUDIT FEES	40,433	21,000	36,735	35,000	2,915	35,000	#DIV/0!	35,000
002151-109	LEGAL FEES	448,238	45,000	8,717	10,000	9,737	10,000	#DIV/0!	10,000
002163-109	SERVICES	10,388	7,000	4,278	10,000	1,015	2,500	#DIV/0!	5,000
002165-109	CONSULTING SERVICES	78,697	70,000	109,908	140,000	12,169	60,000	#DIV/0!	30,000
<b>CONTRACTOR SERVICES</b>									
Contractor Services		-	-	-	-	-	-	#DIV/0!	-
002164-109	CONTRACTOR SERVICES	-	-	-	-	-	-	#DIV/0!	-
<b>VEHICLES AND EQUIPMENT</b>									
Vehicles & Equipment		-	-	-	-	-	-	#DIV/0!	-
002126-109	EQUIPMENT RENTAL	-	-	-	-	-	-	#DIV/0!	-
002128-109	EQUIPMENT MAINTENANCE	-	-	-	-	-	-	#DIV/0!	-



# MANAGEMENT & FINANCIAL SERVICES - CONSOLIDATED BUDGET WORKSHEET - 2020

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>MATERIALS AND SUPPLIES</b>									
Materials and Supplies		531	5,000	2,156	35,000	479	8,000	5.99%	1,000
002133-109	MATERIALS & SUPPLIES	531	5,000	1,117	5,000	235	3,000	#DIV/0!	1,000
002268-109	TREES	-	-	-	5,000	-	-	#DIV/0!	-
002293-109	ECO. MAT/SUPPLIES	-	-	1,039	25,000	244	5,000	#DIV/0!	-
<b>OCCUPANCY COSTS</b>									
Occupancy Costs		-	-	444,858	432,000	256,129	465,000	55.08%	473,803
002121-109	OFFICE LEASE	-	-	133,249	130,000	61,964	140,000	#DIV/0!	140,000
002135-109	VOICE/DATA SERVICE	-	-	-	-	-	-	#DIV/0!	-
002137-109	HYDRO	-	-	138,575	145,000	37,574	145,000	#DIV/0!	145,863
002152-109	PROPERTY TAXES	-	-	36,974	32,000	22,433	38,000	#DIV/0!	38,000
002153-109	INSURANCE	-	-	112,183	105,000	120,646	120,000	#DIV/0!	127,500
002220-109	NATURAL GAS	-	-	23,878	20,000	13,512	22,000	#DIV/0!	22,440
<b>DEBT SERVICING</b>									
Debt Servicing		109,591	1,092,262	63,691	824,120	16,327	27,980	58.35%	5,030
002200-109	DEBT CHARGES-NIAGARA REGION	-	1,092,262	-	824,120	16,327	27,980	#DIV/0!	-
002202-109	DEBT CHARGES INTEREST - NIAGARA REGION	109,591	-	63,691	-	-	-	#DIV/0!	5,030
<b>MARKETING AND PROMOTION</b>									
Marketing and Promotion		-	-	-	-	-	-	#DIV/0!	-
002145-109	MISCELLANEOUS	-	-	-	-	-	-	#DIV/0!	-
002176-109	LICENCE FEES	-	-	-	-	-	-	#DIV/0!	-
<b>EXPENSES</b>									
Cost and expenses		110,037	95,200	105,257	105,500	76,923	110,500	69.61%	102,200
002145-109	MISCELLANEOUS	24,918	10,200	6,921	9,000	247	9,000	-3.09%	5,000
002146-109	ACAO LEVY	45,602	45,000	52,395	46,000	49,974	55,000	#DIV/0!	55,000
002147-109	MEMBERSHIPS	350	2,000	278	1,500	-	1,000	#DIV/0!	2,200
002150-109	BANK CHARGES	39,167	38,000	38,915	37,000	24,486	38,000	#DIV/0!	40,000
002179-109	PUBLICATIONS & SUBSCRIPTIONS	-	-	-	1,500	-	-	#DIV/0!	-
002263-109	FISH STOCKING	-	-	4,524	8,000	2,598	5,000	#DIV/0!	-
002294-109	INVENTORY UPDATES	-	-	2,224	2,500	112	2,500	5000.00%	-

**MANAGEMENT & FINANCIAL SERVICES - CONSOLIDATED  
BUDGET WORKSHEET - 2020**

	2017		2018		2019			2020
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
	Actual	Budget	Actual	Budget				
002177-109 COMMITTEE EXPENSES	-	-	-	-	-	-	#DIV/0!	-
002139-109 ACCOMODATION/FOOD & BEVERAGE	-	-	-	-	-	-	#DIV/0!	-
002193-109 VEHICLE CHARGEBACK	-	-	-	-	-	-	#DIV/0!	-
002195-109 COMMUNICATIONS SERVICES	-	-	-	-	-	-	#DIV/0!	-
<b>TOTAL EXPENSES</b>	<b>1,573,884</b>	<b>2,053,984</b>	<b>1,415,161</b>	<b>2,357,455</b>	<b>690,039</b>	<b>1,642,828</b>	<b>42.00%</b>	<b>1,152,404</b>
<b>REVENUES</b>								
<b>MUNICIPAL FUNDING</b>								
Municipal Funding	1,573,884	2,053,984	1,260,148	2,272,455	645,678	1,582,828	40.79%	1,051,832
001007-394 MUNICIPAL LEVY-GENERAL	1,573,884	2,053,984	436,028	1,448,335	638,683	1,554,847	41.08%	1,046,803
001065-394 LEVY -SPECIAL -NIAGARA	-	-	824,120	824,120	6,995	27,981	25.00%	5,030
<b>PROVINCIAL FUNDING</b>								
Provincial Funding	-	-	-	-	-	-	#DIV/0!	10,572
001002-241 PROVINCIAL GRANTS-MOE	-	-	-	-	-	-	#DIV/0!	10,572
<b>FEDERAL FUNDING</b>								
Federal Grants	-	-	-	-	-	-	#DIV/0!	-
001004-241 FEDERAL GRANTS	-	-	-	-	-	-	#DIV/0!	-
<b>INTEREST INCOME</b>								
Interest Income	-	-	155,013	85,000	44,361	60,000	73.94%	90,000
001013-490 INTEREST INCOME	-	-	155,013	85,000	44,361	60,000	73.94%	90,000
<b>TOTAL REVENUES</b>	<b>1,573,884</b>	<b>2,053,984</b>	<b>1,415,161</b>	<b>2,357,455</b>	<b>690,039</b>	<b>1,642,828</b>	<b>42.00%</b>	<b>1,152,404</b>



**INTEGRATED WATERSHED PLANNING & INFORMATION MANAGEMENT (CONSOLIDATED)**  
**BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>SALARIES &amp; BENEFITS</b>									
Salaries & Benefits		340,746	291,602	507,316	484,763	164,923	317,142	52.00%	716,672
002101-109	WAGES - SALARIED	270,179	222,442	406,714	388,431	125,556	257,342	48.79%	563,442
002104-109	WAGES - CASUAL	8,707	6,400	-	-	-	-	#DIV/0!	-
002107-109	CPP	9,295	7,285	13,106	12,185	6,141	7,150	85.89%	19,530
002108-109	EI	3,863	3,839	6,055	5,555	2,800	3,355	83.46%	8,575
002109-109	OMERS	19,520	24,020	33,692	33,700	12,935	19,945	64.85%	59,762
002110-109	WSIB	7,510	6,592	12,622	11,846	3,965	8,236	48.14%	17,748
002111-109	GROUP INSURANCE	16,387	16,562	27,172	25,474	11,072	16,095	68.79%	36,628
002112-109	EHT	4,936	4,462	7,954	7,572	2,454	5,019	48.90%	10,987
002113-109	VACATION PAY	348	-	-	-	-	-	0.00%	-
<b>OTHER EMPLOYEE RELATED</b>									
Other Employee Related		2,444	6,775	2,782	5,855	584	4,470	13.06%	6,500
002122-109	STAFF MILEAGE	1,508	4,400	2,008	1,000	565	1,000	56.47%	3,500
002123-109	STAFF EXPENSES	936	2,375	774	4,855	19	3,470	0.55%	3,000
002158-105	EMPLOYEE ALLOWANCE	-	-	-	-	-	-	#DIV/0!	-
<b>PROFESSIONAL FEES</b>									
Professional Fees		140,353	172,250	143,570	193,075	78,529	190,190	41.29%	210,000
002149-109	AUDIT FEES	-	-	-	-	-	-	#DIV/0!	-
002151-109	LEGAL FEES	-	-	-	-	-	-	#DIV/0!	-
002163-109	SERVICES	132,928	140,000	146,070	155,000	78,529	155,000	50.66%	160,000
002165-109	CONSULTING SERVICES	7,425	32,250	2,500	38,075	-	35,190	0.00%	50,000
<b>CONTRACTOR SERVICES</b>									
Contractor Services		56,997	56,000	-	250,000	6,620	250,000	2.65%	150,000
002164-109	CONTRACTOR SERVICES	56,997	56,000	-	250,000	6,620	250,000	2.65%	150,000
<b>VEHICLES AND EQUIPMENT</b>									
Vehicles & Equipment		296	24,600	3,058	-	-	-	#DIV/0!	7,000
002126-109	EQUIPMENT RENTAL	296	19,600	3,058	-	-	-	#DIV/0!	-
002128-109	EQUIPMENT MAINTENANCE	-	5,000	-	-	-	-	#DIV/0!	7,000

# **INTEGRATED WATERSHED PLANNING & INFORMATION MANAGEMENT (CONSOLIDATED)** **BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>MATERIALS AND SUPPLIES</b>									
Materials and Supplies		38,181	76,000	8,480	11,345	223	10,172	2.19%	117,172
002133-109	MATERIALS & SUPPLIES	38,181	76,000	8,480	11,345	223	10,172	2.19%	17,172
002268-109	TREES	-	-	-	-	-	-	#DIV/0!	100,000
002293-109	ECO. MAT/SUPPLIES	-	-	-	-	-	-	#DIV/0!	-
<b>OCCUPANCY COSTS</b>									
Occupancy Costs		85,838	75,000	82,569	75,000	33,460	75,000	44.61%	75,000
002121-109	OFFICE LEASE	-	-	-	-	-	-	#DIV/0!	-
002135-109	VOICE/DATA SERVICE	85,838	75,000	82,569	75,000	33,460	75,000	44.61%	75,000
002137-109	HYDRO	-	-	-	-	-	-	#DIV/0!	-
002152-109	PROPERTY TAXES	-	-	-	-	-	-	#DIV/0!	-
002153-109	INSURANCE	-	-	-	-	-	-	#DIV/0!	-
002220-109	NATURAL GAS	-	-	-	-	-	-	#DIV/0!	-
<b>DEBT SERVICING</b>									
Debt Servicing		-	-	-	-	-	-	#DIV/0!	-
002200-109	DEBT CHARGES-NIAGARA REGION	-	-	-	-	-	-	#DIV/0!	-
002202-109	DEBT CHARGES INTEREST - NIAGARA REGION	-	-	-	-	-	-	#DIV/0!	-
<b>MARKETING AND PROMOTION</b>									
Marketing and Promotion		47,502	68,500	75,390	77,500	57,945	77,500	74.77%	110,000
002145-109	MISCELLANEOUS	650	500	7,572	500	-	500	0.00%	-
002176-109	LICENCE FEES	46,852	68,000	67,818	77,000	57,945	77,000	75.25%	110,000
<b>EXPENSES</b>									
Cost and expenses		11,671	-	301	19,042	159	17,904	0.89%	10,000
002145-109	MISCELLANEOUS	-	-	-	-	-	-	#DIV/0!	-
002146-109	ACAO LEVY	-	-	-	-	-	-	#DIV/0!	-
002147-109	MEMBERSHIPS	-	-	-	-	-	-	#DIV/0!	-
002150-109	BANK CHARGES	-	-	-	-	-	-	#DIV/0!	-
002179-109	PUBLICATIONS & SUBSCRIPTIONS	-	-	-	-	-	-	#DIV/0!	-
002263-109	FISH STOCKING	-	-	-	-	-	-	#DIV/0!	-
002294-109	INVENTORY UPDATES	-	-	-	-	-	-	#DIV/0!	-

**INTEGRATED WATERSHED PLANNING & INFORMATION MANAGEMENT (CONSOLIDATED)**  
**BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
002177-109	COMMITTEE EXPENSES	684	-	-	-	-	-	#DIV/0!	-
002139-109	ACCOMODATION/FOOD & BEVERAGE	15	-	301	3,175	-	3,085	0.00%	-
002193-109	VEHICLE CHARGEBACK	-	-	-	-	159	14,819	1.07%	-
002195-109	COMMUNICATIONS SERVICES	10,972	-	-	15,867	-	-	#DIV/0!	10,000
TOTAL EXPENSES		724,028	770,727	823,467	1,116,580	342,442	942,378	36.34%	1,402,344
REVENUES									
MUNICIPAL FUNDING									
Municipal Funding		609,276	571,227	641,262	917,080	317,442	742,878	42.73%	1,213,417
001007-394	MUNICIPAL LEVY-GENERAL	609,276	571,227	641,262	917,080	317,442	742,878	42.73%	1,213,417
001065-394	LEVY -SPECIAL -NIAGARA	-	-	-	-	-	-	#DIV/0!	-
		-	-	-	-	-	-	#DIV/0!	-
PROVINCIAL FUNDING									
Provincial Funding		63,038	99,500	49,500	99,500	-	99,500	0.00%	88,928
001002-241	PROVINCIAL GRANTS-MOE	63,038	99,500	49,500	99,500	-	99,500	0.00%	88,928
FEDERAL FUNDING									
Federal Grants		51,714	100,000	132,705	100,000	25,000	100,000	25.00%	100,000
001004-241	FEDERAL GRANTS	51,714	100,000	132,705	100,000	25,000	100,000	25.00%	100,000
INTEREST INCOME									
Interest Income		-	-	-	-	-	-	#DIV/0!	-
001013-490	INTEREST INCOME	-	-	-	-	-	-	#DIV/0!	-
TOTAL REVENUES		724,028	770,727	823,467	1,116,580	342,442	942,378	36.34%	1,402,345



**INFORMATION MANAGEMENT (#109)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Salaries &amp; Benefits</b>		<b>260,897</b>	<b>217,004</b>	<b>238,588</b>	<b>220,847</b>	<b>110,853</b>	<b>229,255</b>	<b>48.35%</b>	<b>139,429</b>
002101-109	WAGES - SALARIED	210,897	170,192	188,774	173,267	85,242	180,051	47.34%	111,315
002104-109	WAGES - CASUAL	-	-	-	-	-	-	#DIV/0!	-
002107-109	CPP	6,188	5,090	6,434	5,130	4,180	5,200	80.39%	2,790
002108-109	EI	2,409	2,674	2,760	2,340	1,883	2,440	77.16%	1,225
002109-109	OMERS	19,482	18,695	19,107	19,100	9,321	19,945	46.73%	13,038
002110-109	WSIB	5,523	4,902	5,854	5,285	2,691	5,762	46.70%	3,506
002111-109	GROUP INSURANCE	12,791	12,132	11,970	12,346	5,871	12,346	47.55%	5,384
002112-109	EHT	3,607	3,319	3,689	3,379	1,666	3,511	47.45%	2,171
002113-109	VACATION PAY	-	-	-	-	-	-	0.00%	-

**OTHER EMPLOYEE RELATED**

<b>Other Employee Related</b>		<b>1,599</b>	<b>1,900</b>	<b>1,192</b>	<b>3,000</b>	<b>357</b>	<b>2,000</b>	<b>17.84%</b>	<b>1,000</b>
002122-109	STAFF MILEAGE	741	1,400	948	1,000	347	1,000	34.67%	500
002123-109	STAFF EXPENSES	858	500	244	2,000	10	1,000	1.00%	500
002158-105	EMPLOYEE ALLOWANCE	-	-	-	-	-	-	#DIV/0!	-

**PROFESSIONAL FEES**

<b>Professional Fees</b>		<b>132,928</b>	<b>140,000</b>	<b>146,070</b>	<b>155,000</b>	<b>78,529</b>	<b>155,000</b>	<b>50.66%</b>	<b>160,000</b>
002149-109	AUDIT FEES	-	-	-	-	-	-	#DIV/0!	-
002151-109	LEGAL FEES	-	-	-	-	-	-	#DIV/0!	-
002163-109	SERVICES	132,928	140,000	146,070	155,000	78,529	155,000	50.66%	160,000
002165-109	CONSULTING SERVICES	-	-	-	-	-	-	#DIV/0!	-

**CONTRACTOR SERVICES**

<b>Contractor Services</b>		-	-	-	-	-	-	#DIV/0!	-
002164-109	CONTRACTOR SERVICES	-	-	-	-	-	-	#DIV/0!	-

**VEHICLES AND EQUIPMENT**

<b>Vehicles &amp; Equipment</b>		<b>296</b>	<b>20,600</b>	-	-	-	-	#DIV/0!	<b>7,000</b>
002126-109	EQUIPMENT RENTAL	296	15,600	-	-	-	-	#DIV/0!	-
002125-109	EQUIPMENT MAINTENANCE	-	5,000	-	-	-	-	#DIV/0!	7,000

**INFORMATION MANAGEMENT (#109)**  
**BUDGET WORKSHEET - 2020**

**MATERIALS AND SUPPLIES**

Materials and Supplies		2,853	3,500	3,190	5,000	83	4,000	2.07%	2,000
		2,853	3,500	3,190	5,000	83	4,000	2.07%	2,000
002133-109	MATERIALS & SUPPLIES								
002268-109	TREES							#DIV/0!	
002293-109	ECO. MAT/SUPPLIES							#DIV/0!	

**OCCUPANCY COSTS**

Occupancy Costs		85,838	75,000	82,569	75,000	33,460	75,000	44.61%	75,000
		85,838	75,000	82,569	75,000	33,460	75,000	44.61%	75,000
002121-109	OFFICE LEASE							#DIV/0!	
002135-109	VOICE/DATA SERVICE							44.61%	
002137-109	HYDRO							#DIV/0!	
002152-109	PROPERTY TAXES							#DIV/0!	
002153-109	INSURANCE							#DIV/0!	
002220-109	NATURAL GAS							#DIV/0!	

**DEBT SERVICING**

Debt Servicing		-	-	-	-	-	-	#DIV/0!	-
								#DIV/0!	
002200-109	DEBT CHARGES-NIAGARA REGION							#DIV/0!	
002202-109	DEBT CHARGES INTEREST - NIAGARA REGION							#DIV/0!	

**MARKETING AND PROMOTION**

Marketing and Promotion		47,502	68,500	75,390	77,500	57,945	77,500	74.77%	110,000
		650	500	7,572	500	-	500	0.00%	
002145-109	MISCELLANEOUS							75.25%	
002176-109	LICENCE FEES								

**EXPENSES**

Cost and expenses		-	-	-	-	-	-	#DIV/0!	-
								#DIV/0!	
002145-109	MISCELLANEOUS							#DIV/0!	
002146-109	ACAO LEVY							#DIV/0!	
002147-109	MEMBERSHIPS							#DIV/0!	
002150-109	BANK CHARGES							#DIV/0!	
002179-109	PUBLICATIONS & SUBSCRIPTIONS							#DIV/0!	
002263-109	FISH STOCKING							#DIV/0!	
002294-109	INVENTORY UPDATES							#DIV/0!	

**INFORMATION MANAGEMENT (#109)**  
**BUDGET WORKSHEET - 2020**

002177-109 COMMITTEE EXPENSES  
 002139-109 ACCOMODATION/FOOD & BEVERAGE  
 002193-109 VEHICLE CHARGEBACK  
 002195-109 COMMUNICATIONS SERVICES

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
<b>TOTAL EXPENSES</b>	<b>531,913 526,504</b>	<b>547,000 536,347</b>		<b>281,226</b>	<b>542,755</b>	<b>51.81%</b>	<b>494,429</b>

**REVENUES**

**MUNICIPAL FUNDING**

**Municipal Funding**  
 001007-394 MUNICIPAL LEVY-GENERAL  
 001065-394 LEVY -SPECIAL -NIAGARA

	<b>531,913 526,504</b>	<b>547,000 536,347</b>		<b>281,226</b>	<b>542,755</b>	<b>51.81%</b>	<b>494,429</b>
	531,913 526,504	547,000 536,347		281,226	542,755	51.81%	494,429
						#DIV/0!	
						#DIV/0!	

**PROVINCIAL FUNDING**

**Provincial Funding**  
 001002-241 PROVINCIAL GRANTS-MOE

	- -	- -		- -	-	#DIV/0!	-
						#DIV/0!	

**FEDERAL FUNDING**

**Federal Grants**  
 001004-241 FEDERAL GRANTS

	- -	- -		- -	-	#DIV/0!	-
						#DIV/0!	

**INTEREST INCOME**

**Interest Income**  
 001013-490 INTEREST INCOME

	- -	- -		- -	-	#DIV/0!	-
						#DIV/0!	

**TOTAL REVENUES**

<b>531,913 526,504</b>	<b>547,000 536,347</b>		<b>281,226</b>	<b>542,755</b>	<b>51.81%</b>	<b>494,429</b>
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**NIAGARA RIVER R.A.P. (#241)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

		<b>2017</b>		<b>2018</b>		<b>2019</b>			<b>2020</b>
		<b>Annual</b>		<b>Annual</b>		<b>YTD Actual 30-Jun-19</b>	<b>Annual Budget</b>	<b>% of Budget Used</b>	<b>Budget Draft 1</b>
		<b>Actual</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>				
<b>Salaries &amp; Benefits</b>		<b>68,986</b>	<b>67,438</b>	<b>84,779</b>	<b>83,303</b>	<b>2,344</b>	<b>87,887</b>	<b>2.67%</b>	<b>131,256</b>
002101-241	WAGES - SALARIED	58,603	52,250	75,097	72,700	-	77,291	0.00%	104,860
002104-241	WAGES - CASUAL								
002107-241	CPP	2,692	1,910	1,444	1,925	- 1	1,950	-0.03%	2,790
002108-241	EI	1,231	1,000	880	875	-	915	0.00%	1,225
002109-241	OMERS	-	5,325			-	-	#DIV/0!	12,095
002110-241	WSIB	1,718	1,505	2,331	2,216	-	2,474	0.00%	3,303
002111-241	GROUP INSURANCE	3,596	4,430	3,557	4,172	2,345	3,749	62.54%	4,938
002112-241	EHT	1,146	1,018	1,469	1,415	-	1,508	0.00%	2,045
002113-241	VACATION PAY							0.00%	-

**OTHER EMPLOYEE RELATED**

<b>Other Employee Related</b>		<b>536</b>	<b>3,375</b>	<b>973</b>	<b>2,855</b>	<b>227</b>	<b>2,470</b>	<b>9.19%</b>	<b>1,500</b>
002122-241	STAFF MILEAGE	536	1,500	765	-	218		#DIV/0!	500
002123-241	STAFF EXPENSES	-	1,875	207	2,855	9	2,470	0.36%	1,000
002158-241	EMPLOYEE ALLOWANCE							#DIV/0!	

**PROFESSIONAL FEES**

Professional Fees		7,425	32,250	-	2,500	38,075	-	35,190	0.00%	50,000
002149-241	AUDIT FEES							#DIV/0!		
002151-241	LEGAL FEES							#DIV/0!		
002163-241	SERVICES							#DIV/0!		
002165-241	CONSULTING SERVICES	7,425	32,250	-	2,500	38,075		35,190	0.00%	50,000

**CONTRACTOR SERVICES**

<b>Contractor Services</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>	<b>-</b>
002164-241	CONTRACTOR SERVICES							#DIV/0!	

**VEHICLES AND EQUIPMENT**

<b>Vehicles &amp; Equipment</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>	<b>-</b>
002126-241	EQUIPMENT RENTAL							#DIV/0!	
002128-241	EQUIPMENT MAINTENANCE							#DIV/0!	

**NIAGARA RIVER R.A.P. (#241)**  
**BUDGET WORKSHEET - 2020**

**MATERIALS AND SUPPLIES**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Materials and Supplies</b>		3,676	22,500	5,290	6,345	140	6,172	2.27%	6,172
002133-241	MATERIALS & SUPPLIES	3,676	22,500	5,290	6,345	140	6,172	2.27%	6,172
002268-241	TREES							#DIV/0!	
002293-241	ECO. MAT/SUPPLIES							#DIV/0!	

**OCCUPANCY COSTS**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Occupancy Costs</b>		-	-	-	-	-	-	#DIV/0!	-
002121-241	OFFICE LEASE							#DIV/0!	
002135-241	VOICE/DATA SERVICE							#DIV/0!	
002137-241	HYDRO							#DIV/0!	
002152-241	PROPERTY TAXES							#DIV/0!	
002153-241	INSURANCE							#DIV/0!	
002220-241	NATURAL GAS							#DIV/0!	

**DEBT SERVICING**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Debt Servicing</b>		-	-	-	-	-	-	#DIV/0!	-
002200-241	DEBT CHARGES-NIAGARA REGION							#DIV/0!	
002202-241	DEBT CHARGES INTEREST - NIAGARA REGION							#DIV/0!	

**MARKETING AND PROMOTION**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Marketing and Promotion</b>		-	-	-	-	-	-	#DIV/0!	-
002145-241	MISCELLANEOUS							#DIV/0!	
002176-241	LICENCE FEES							#DIV/0!	

**EXPENSES**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Cost and expenses</b>		11,671	-	301	19,042	159	17,904	0.89%	-
002145-241	MISCELLANEOUS							#DIV/0!	
002146-241	ACAO LEVY							#DIV/0!	
002147-241	MEMBERSHIPS							#DIV/0!	
002150-241	BANK CHARGES							#DIV/0!	
002179-241	PUBLICATIONS & SUBSCRIPTIONS							#DIV/0!	
002263-241	FISH STOCKING							#DIV/0!	
002294-241	INVENTORY UPDATES							#DIV/0!	

**NIAGARA RIVER R.A.P. (#241)**  
**BUDGET WORKSHEET - 2020**

002177-241 COMMITTEE EXPENSES  
 002139-241 ACCOMODATION/FOOD & BEVERAGE  
 002193-241 VEHICLE CHARGEBACK  
 002195-241 COMMUNICATIONS SERVICES

2017	
Annual	
Actual	Budget
684	
15	
10,972	

2018	
Annual	
Actual	Budget
301	3,175
	15,867

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used
159	3,085	0.00%
	14,819	1.07%
		#DIV/0!

2020
Budget Draft 1

**TOTAL EXPENSES**

92,295	125,563
--------	---------

88,843	149,620
--------	---------

2,870	149,623	1.92%
-------	---------	-------

188,928
---------

**REVENUES**

**MUNICIPAL FUNDING**

Municipal Funding  
 001007-394 MUNICIPAL LEVY-GENERAL  
 001065-394 LEVY -SPECIAL -NIAGARA

-	22,457	-	73,937
-	22,457	-	73,937

-	93,362	-	49,880
-	93,362	-	49,880

-	22,130	-	49,877	44.37%
-	22,130	-	49,877	44.37%
				#DIV/0!
				#DIV/0!

-
---

**PROVINCIAL FUNDING**

Provincial Funding  
 001002-241 PROVINCIAL GRANTS-MOE

63,038	99,500
63,038	99,500

49,500	99,500
49,500	99,500

-	99,500	0.00%
-	99,500	0.00%

88,928
88,928

**FEDERAL FUNDING**

Federal Grants  
 001004-241 FEDERAL GRANTS

51,714	100,000
51,714	100,000

132,705	100,000
132,705	100,000

25,000	100,000	25.00%
25,000	100,000	25.00%

100,000
100,000

**INTEREST INCOME**

Interest Income  
 001013-490 INTEREST INCOME

-	-

-	-

-	-	#DIV/0!
		#DIV/0!

-

**TOTAL REVENUES**

92,295	125,563
--------	---------

88,843	149,620
--------	---------

2,870	149,623	1.92%
-------	---------	-------

188,928
---------

# **WATERSHED RESTORATION (#227)** **BUDGET WORKSHEET - 2020**

## **SALARIES & BENEFITS**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Salaries & Benefits		10,862	7,160	183,949	180,613	51,726	-	#DIV/0!	258,901
002101-227	WAGES - SALARIED	679	-	142,844	142,464	40,314	-	#DIV/0!	200,859
002104-227	WAGES - CASUAL	8,707	6,400	-	-	-	-	#DIV/0!	
002107-227	CPP	415	285	5,228	5,130	1,962	-	#DIV/0!	8,370
002108-227	EI	222	165	2,415	2,340	917	-	#DIV/0!	3,675
002109-227	OMERS	38	-	14,585	14,600	3,614	-	#DIV/0!	19,682
002110-227	WSIB	270	185	4,437	4,345	1,274	-	#DIV/0!	6,327
002111-227	GROUP INSURANCE	-	-	11,645	8,956	2,856	-	#DIV/0!	16,071
002112-227	EHT	183	125	2,796	2,778	789	-	#DIV/0!	3,917
002113-227	VACATION PAY	348		-	-				

## **OTHER EMPLOYEE RELATED**

Other Employee Related		309	1,500	618	-	-	-	#DIV/0!	2,000
002122-227	STAFF MILEAGE	231	1,500	295				#DIV/0!	1,500
002123-227	STAFF EXPENSES	78		323				#DIV/0!	500
002158-227	EMPLOYEE ALLOWANCE							#DIV/0!	

## **PROFESSIONAL FEES**

Professional Fees		-	-	-	-	-	-	#DIV/0!	-
002149-227	AUDIT FEES							#DIV/0!	
002151-227	LEGAL FEES							#DIV/0!	
002163-227	SERVICES							#DIV/0!	
002165-227	CONSULTING SERVICES							#DIV/0!	

## **CONTRACTOR SERVICES**

Contractor Services		56,997	56,000	-	250,000	6,620	250,000	2.65%	150,000
002164-227	CONTRACTOR SERVICES	56,997	56,000		250,000	6,620	250,000	2.65%	150,000

## **VEHICLES AND EQUIPMENT**

Vehicles & Equipment		-	4,000	3,058	-	-	-	#DIV/0!	-
002126-227	EQUIPMENT RENTAL		4,000	3,058				#DIV/0!	
002128-227	EQUIPMENT MAINTENANCE							#DIV/0!	



# **WATERSHED RESTORATION (#227)** **BUDGET WORKSHEET - 2020**

## **MATERIALS AND SUPPLIES**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Materials and Supplies</b>		31,652	50,000	-	-	-	-	#DIV/0!	105,000
002133-227	MATERIALS & SUPPLIES	31,652	50,000					#DIV/0!	5,000
002268-227	TREES							#DIV/0!	100,000
002293-227	ECO. MAT/SUPPLIES							#DIV/0!	

## **OCCUPANCY COSTS**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Occupancy Costs</b>		-	-	-	-	-	-	#DIV/0!	-
002121-227	OFFICE LEASE							#DIV/0!	
002135-227	VOICE/DATA SERVICE							#DIV/0!	
002137-227	HYDRO							#DIV/0!	
002152-227	PROPERTY TAXES							#DIV/0!	
002153-227	INSURANCE							#DIV/0!	
002220-227	NATURAL GAS							#DIV/0!	

## **DEBT SERVICING**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Debt Servicing</b>		-	-	-	-	-	-	#DIV/0!	-
002200-227	DEBT CHARGES-NIAGARA REGION							#DIV/0!	
002202-227	DEBT CHARGES INTEREST - NIAGARA REGION							#DIV/0!	

## **MARKETING AND PROMOTION**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Marketing and Promotion</b>		-	-	-	-	-	-	#DIV/0!	-
002145-227	MISCELLANEOUS							#DIV/0!	
002176-227	LICENCE FEES							#DIV/0!	

## **EXPENSES**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Cost and expenses</b>		-	-	-	-	-	-	#DIV/0!	10,000
002145-227	MISCELLANEOUS							#DIV/0!	
002146-227	ACAO LEVY							#DIV/0!	
002147-227	MEMBERSHIPS							#DIV/0!	
002150-227	BANK CHARGES							#DIV/0!	
002179-227	PUBLICATIONS & SUBSCRIPTIONS							#DIV/0!	
002263-227	FISH STOCKING							#DIV/0!	
002294-227	INVENTORY UPDATES							#DIV/0!	

# **WATERSHED RESTORATION (#227)** **BUDGET WORKSHEET - 2020**

002177-227 COMMITTEE EXPENSES  
 002139-227 ACCOMODATION/FOOD & BEVERAGE  
 002193-227 VEHICLE CHARGEBACK  
 002195-227 COMMUNICATIONS SERVICES

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
						#DIV/0!	10,000
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
<b>99,820</b>	<b>118,660</b>	<b>187,624</b>	<b>430,613</b>	<b>58,346</b>	<b>250,000</b>	<b>23.34%</b>	<b>525,901</b>

## **REVENUES**

### **MUNICIPAL FUNDING**

Municipal Funding		99,820	118,660	187,624	430,613	58,346	250,000	23.34%	525,901
001007-394	MUNICIPAL LEVY-GENERAL	99,820	118,660	187,624	430,613	58,346	250,000	23.34%	525,901
001065-394	LEVY -SPECIAL -NIAGARA							#DIV/0!	
								#DIV/0!	

### **PROVINCIAL FUNDING**

Provincial Funding		-	-	-	-	-	-	#DIV/0!	-
001002-241	PROVINCIAL GRANTS-MOE							#DIV/0!	

### **FEDERAL FUNDING**

Federal Grants		-	-	-	-	-	-	#DIV/0!	-
001004-241	FEDERAL GRANTS							#DIV/0!	

### **INTEREST INCOME**

Interest Income		-	-	-	-	-	-	#DIV/0!	-
001013-490	INTEREST INCOME							#DIV/0!	

## **TOTAL REVENUES**

<b>99,820</b>	<b>118,660</b>	<b>187,624</b>	<b>430,613</b>	<b>58,346</b>	<b>250,000</b>	<b>23.34%</b>	<b>525,901</b>
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**G.I.S. (NEW)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

**Salaries & Benefits**

002101-XXX WAGES - SALARIED  
 002104-XXX WAGES - CASUAL  
 002107-XXX CPP  
 002108-XXX EI  
 002109-XXX OMERS  
 002110-XXX WSIB  
 002111-XXX GROUP INSURANCE  
 002112-XXX EHT  
 002113-XXX VACATION PAY

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

-	-	-	-	#DIV/0!	93,465
				#DIV/0!	73,204
				#DIV/0!	2,790
				#DIV/0!	1,225
				#DIV/0!	7,473
				#DIV/0!	2,306
				#DIV/0!	5,039
				#DIV/0!	1,427
				0.00%	-

**OTHER EMPLOYEE RELATED**

**Other Employee Related**

002122-XXX STAFF MILEAGE  
 002123-XXX STAFF EXPENSES  
 002158-XXX EMPLOYEE ALLOWANCE

-	-	-	-	#DIV/0!	1,000
				#DIV/0!	500
				#DIV/0!	500
				#DIV/0!	

**PROFESSIONAL FEES**

**Professional Fees**

002149-XXX AUDIT FEES  
 002151-XXX LEGAL FEES  
 002163-XXX SERVICES  
 002165-XXX CONSULTING SERVICES

-	-	-	-	#DIV/0!	-
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	

**CONTRACTOR SERVICES**

**Contractor Services**

002164-XXX CONTRACTOR SERVICES

-	-	-	-	#DIV/0!	-
				#DIV/0!	

**VEHICLES AND EQUIPMENT**

**Vehicles & Equipment**

002126-XXX EQUIPMENT RENTAL  
 002128-XXX EQUIPMENT MAINTENANCE

-	-	-	-	#DIV/0!	-
				#DIV/0!	
				#DIV/0!	

**G.I.S. (NEW)**  
**BUDGET WORKSHEET - 2020**

**MATERIALS AND SUPPLIES**

**Materials and Supplies**

002133-XXX MATERIALS & SUPPLIES  
 002268-XXX TREES  
 002293-XXX ECO. MAT/SUPPLIES

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

-	-	-	-	#DIV/0!	2,000
				#DIV/0!	2,000
				#DIV/0!	
				#DIV/0!	

**OCCUPANCY COSTS**

**Occupancy Costs**

002121-XXX OFFICE LEASE  
 002135-XXX VOICE/DATA SERVICE  
 002137-XXX HYDRO  
 002152-XXX PROPERTY TAXES  
 002153-XXX INSURANCE  
 002220-XXX NATURAL GAS

-	-	-	-	#DIV/0!	-
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	

**DEBT SERVICING**

**Debt Servicing**

002200-XXX DEBT CHARGES-NIAGARA REGION  
 002202-XXX DEBT CHARGES INTEREST - NIAGARA REGION

-	-	-	-	#DIV/0!	-
				#DIV/0!	
				#DIV/0!	

**MARKETING AND PROMOTION**

**Marketing and Promotion**

002145-XXX MISCELLANEOUS  
 002176-XXX LICENCE FEES

-	-	-	-	#DIV/0!	-
				#DIV/0!	
				#DIV/0!	

**EXPENSES**

**Cost and expenses**

002145-XXX MISCELLANEOUS  
 002146-XXX ACAO LEVY  
 002147-XXX MEMBERSHIPS  
 002150-XXX BANK CHARGES  
 002179-XXX PUBLICATIONS & SUBSCRIPTIONS  
 002263-XXX FISH STOCKING  
 002294-XXX INVENTORY UPDATES

-	-	-	-	#DIV/0!	-
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	

002177-XXX	COMMITTEE EXPENSES
002139-XXX	ACCOMODATION/FOOD & BEVERAGE
002193-XXX	VEHICLE CHARGEBACK
002195-XXX	COMMUNICATIONS SERVICES

**TOTAL EXPENSES**

## MUNICIPAL FUNDING

Municipal Funding	
001007-394	MUNICIPAL LEVY-GENERAL
001065-394	LEVY -SPECIAL -NIAGARA

### Provincial Funding

001002-241 PROVINCIAL GRANTS-MOE

## Federal Grants

001004-241 FEDERAL GRANTS

### Interest Income

001013-490 INTEREST INCOME

## TOTAL REVENUES

**INTEGRATED WATERSHED PLANNING (NEW)**  
**BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>SALARIES &amp; BENEFITS</b>									
Salaries & Benefits		-	-	-	-	-	-	#DIV/0!	93,623
002101-XXX	WAGES - SALARIED							#DIV/0!	73,204
002104-XXX									
002107-XXX	CPP							#DIV/0!	2,790
002108-XXX	EI							#DIV/0!	1,225
002109-XXX	OMERS							#DIV/0!	7,473
002110-XXX	WSIB							#DIV/0!	2,306
002111-XXX	GROUP INSURANCE							#DIV/0!	5,197
002112-XXX	EHT							#DIV/0!	1,427
002113-XXX	VACATION PAY							0.00%	-
<b>OTHER EMPLOYEE RELATED</b>									
Other Employee Related		-	-	-	-	-	-	#DIV/0!	1,000
002122-XXX	STAFF MILEAGE							#DIV/0!	500
002123-XXX	STAFF EXPENSES							#DIV/0!	500
002158-XXX	EMPLOYEE ALLOWANCE							#DIV/0!	
<b>PROFESSIONAL FEES</b>									
Professional Fees		-	-	-	-	-	-	#DIV/0!	-
002149-XXX	AUDIT FEES							#DIV/0!	
002151-XXX	LEGAL FEES							#DIV/0!	
002163-XXX	SERVICES							#DIV/0!	
002165-XXX	CONSULTING SERVICES							#DIV/0!	
<b>CONTRACTOR SERVICES</b>									
Contractor Services		-	-	-	-	-	-	#DIV/0!	-
002164-XXX	CONTRACTOR SERVICES							#DIV/0!	
<b>VEHICLES AND EQUIPMENT</b>									
Vehicles & Equipment		-	-	-	-	-	-	#DIV/0!	-
002126-XXX	EQUIPMENT RENTAL							#DIV/0!	
002128-XXX	EQUIPMENT MAINTENANCE							#DIV/0!	



# **INTEGRATED WATERSHED PLANNING (NEW)** **BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>MATERIALS AND SUPPLIES</b>									
Materials and Supplies		-	-	-	-	-	-	#DIV/0!	2,000
002133-XXX	MATERIALS & SUPPLIES							#DIV/0!	2,000
002268-XXX	TREES							#DIV/0!	
002293-XXX	ECO. MAT/SUPPLIES							#DIV/0!	
<b>OCCUPANCY COSTS</b>									
Occupancy Costs		-	-	-	-	-	-	#DIV/0!	-
002121-XXX	OFFICE LEASE							#DIV/0!	
002135-XXX	VOICE/DATA SERVICE							#DIV/0!	
002137-XXX	HYDRO							#DIV/0!	
002152-XXX	PROPERTY TAXES							#DIV/0!	
002153-XXX	INSURANCE							#DIV/0!	
002220-XXX	NATURAL GAS							#DIV/0!	
<b>DEBT SERVICING</b>									
Debt Servicing		-	-	-	-	-	-	#DIV/0!	-
002200-XXX	DEBT CHARGES-NIAGARA REGION							#DIV/0!	
002202-XXX	DEBT CHARGES INTEREST - NIAGARA REGION							#DIV/0!	
<b>MARKETING AND PROMOTION</b>									
Marketing and Promotion		-	-	-	-	-	-	#DIV/0!	-
002145-XXX	MISCELLANEOUS							#DIV/0!	
002176-XXX	LICENCE FEES							#DIV/0!	
<b>EXPENSES</b>									
Cost and expenses		-	-	-	-	-	-	#DIV/0!	-
002145-XXX	MISCELLANEOUS							#DIV/0!	
002146-XXX	ACAO LEVY							#DIV/0!	
002147-XXX	MEMBERSHIPS							#DIV/0!	
002150-XXX	BANK CHARGES							#DIV/0!	
002179-XXX	PUBLICATIONS & SUBSCRIPTIONS							#DIV/0!	
002263-XXX	FISH STOCKING							#DIV/0!	
002294-XXX	INVENTORY UPDATES							#DIV/0!	

**INTEGRATED WATERSHED PLANNING (NEW)**  
**BUDGET WORKSHEET - 2020**

	2017		2018		2019			2020
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
	Actual	Budget	Actual	Budget				
002177-XXX COMMITTEE EXPENSES							#DIV/0!	
002139-XXX ACCOMODATION/FOOD & BEVERAGE							#DIV/0!	
002193-XXX VEHICLE CHARGEBACK							#DIV/0!	
002195-XXX COMMUNICATIONS SERVICES							#DIV/0!	
<b>TOTAL EXPENSES</b>	-	-	-	-	-	-	#DIV/0!	96,623
<b>REVENUES</b>								
<b>MUNICIPAL FUNDING</b>								
Municipal Funding	-	-	-	-	-	-	#DIV/0!	96,623
001007-394 MUNICIPAL LEVY-GENERAL							#DIV/0!	96,623
001065-394 LEVY -SPECIAL -NIAGARA							#DIV/0!	
<b>PROVINCIAL FUNDING</b>								
Provincial Funding	-	-	-	-	-	-	#DIV/0!	-
001002-241 PROVINCIAL GRANTS-MOE							#DIV/0!	
<b>FEDERAL FUNDING</b>								
Federal Grants	-	-	-	-	-	-	#DIV/0!	-
001004-241 FEDERAL GRANTS							#DIV/0!	
<b>INTEREST INCOME</b>								
Interest Income	-	-	-	-	-	-	#DIV/0!	-
001013-490 INTEREST INCOME							#DIV/0!	
<b>TOTAL REVENUES</b>	-	-	-	-	-	-	#DIV/0!	96,623



# **LAND OPERATIONS CONSOLIDATED BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>SALARIES &amp; BENEFITS</b>									
Salaries & Benefits		1,738,463	1,708,055	1,791,151	1,680,192	860,027	1,812,862	47.44%	2,020,812
002101-XXX	WAGES - SALARIED	1,037,988	1,033,444	1,017,287	989,917	489,692	1,116,651	43.85%	1,172,467
002104-XXX	WAGES - CASUAL	363,072	374,100	427,227	407,000	194,368	375,000	51.83%	421,780
002105-XXX	WAGES - GATEKEEPER	-	4,000	-	-	-	-	0.00%	47,790
002106-XXX	WAGES - SECURITY	6,602	5,600	6,719	6,500	-	7,000	0.00%	50,000
002107-XXX	CPP	52,712	37,977	53,283	35,910	32,367	41,600	77.80%	44,640
002108-XXX	EI	23,667	19,968	27,217	16,380	15,727	19,520	80.57%	19,600
002109-XXX	OMERS	96,468	106,618	99,015	101,565	47,750	113,680	42.00%	119,750
002110-XXX	WSIB	39,535	29,764	44,075	30,193	21,329	35,731	59.69%	36,933
002111-XXX	GROUP INSURANCE	77,913	76,434	71,537	73,424	37,499	81,904	45.78%	84,990
002112-XXX	EHT	26,432	20,150	28,342	19,303	13,521	21,776	62.09%	22,863
002113-XXX	VACATION PAY	14,074	-	16,450	-	7,774	-	0.00%	-
<b>OTHER EMPLOYEE RELATED</b>									
Other Employee Related		4,826	8,000	5,566	13,000	846	6,000	14.11%	9,000
002122-XXX	STAFF MILEAGE	2,331	3,500	2,419	3,000	722	3,000	24.07%	5,000
002123-XXX	STAFF EXPENSES	2,495	4,500	3,147	10,000	124	3,000	4.15%	4,000
002134-XXX	UNIFORMS	-	-	-	-	-	-	#DIV/0!	-
002155-XXX	HEALTH & SAFETY	-	-	-	-	-	-	#DIV/0!	-
<b>OCCUPANCY COSTS</b>									
Occupancy Costs		2,804	-	-	-	-	-	#DIV/0!	-
002135-XXX	TELEPHONE	2,664	-	-	-	-	-	#DIV/0!	-
002136-XXX	HEAT	-	-	-	-	-	-	#DIV/0!	-
002137-XXX	HYDRO	140	-	-	-	-	-	#DIV/0!	-
002138-XXX	WATER	-	-	-	-	-	-	#DIV/0!	-
002152-XXX	PROPERTY TAXES	-	-	-	-	-	-	#DIV/0!	-

**LAND OPERATIONS CONSOLIDATED  
BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>VEHICLES AND EQUIPMENT</b>									
Vehicles & Equipment		193,036	168,500	207,751	180,000	70,324	172,200	40.84%	218,700
002228-XXX	GASOLINE & OIL	13,722	14,000	15,946	13,500	4,858	13,200	36.80%	13,200
002295-XXX	EQUIPMENT PURCHASE	7,074	15,000	16,931	15,000	6,276	12,000	52.30%	15,000
002296-XXX	EQUIPMENT MAINTENANCE	45,933	25,000	49,608	30,000	13,940	30,000	46.47%	52,500
002292-XXX	VEHICLE RENTALS	74,456	80,000	71,382	87,000	26,573	90,000	29.53%	112,000
002298-XXX	SMALL TOOLS/SHOP SUPPLIES	1,867	4,500	385	4,500	473	3,000	15.75%	2,000
002500-XXX	2008 DODGE #90 - GASOLINE	2,850	-	2,699	-	1,003	-	#DIV/0!	-
002501-XXX	2011 DODGE #100 - GASOLINE	2,493	20,000	3,234	30,000	1,138	24,000	4.74%	24,000
002502-XXX	RENTAL VEHICLES - GASOLINE	11,265	-	13,932	-	6,651	-	#DIV/0!	-
002503-XXX	2011 DODGE #101 - GASOLINE	3,875	-	1,409	-	332	-	#DIV/0!	-
002504-XXX	2012 GMC SIERRA #98 - GASOLINE	1,703	-	1,860	-	790	-	#DIV/0!	-
002505-XXX	2007 DODGE 3500 #86 - GASOLINE	2,688	-	2,923	-	670	-	#DIV/0!	-
002506-XXX	2006 GMC DUMP TRUCK #81 - GASOLINE	1,052	-	1,761	-	353	-	#DIV/0!	-
002507-XXX	2007 DODGE 1500 #87 - GASOLINE	2,187	-	2,662	-	543	-	#DIV/0!	-
002508-XXX	2007 DODGE 1500 #88 - GASOLINE	2,169	-	4,233	-	1,278	-	#DIV/0!	-
002509-XXX	OLD WATER TRUCK - GASOLINE	305	-	514	-	377	-	#DIV/0!	-
002510-XXX	2008 DODGE #91 - GASOLINE	-	-	-	-	-	-	#DIV/0!	-
002513-XXX	2006 VAN #79 - GASOLINE	1,166	-	900	-	152	-	#DIV/0!	-
002517-XXX	2010 RANGER #95-GASOLINE	2,204	-	-	-	747	-	#DIV/0!	-
002518-XXX	2011 GMC SIERRA #96-GASOLINE	2,255	-	2,471	-	155	-	#DIV/0!	-
002520-XXX	2017 WATER TRUCK -GASOLINE	-	-	203	-	-	-	#DIV/0!	-
002550-XXX	2008 DODGE #90 - MAINTENANCE/REPAIRS	-	-	1,037	-	-	-	#DIV/0!	-
002551-XXX	2011 DODGE #100 - REPAIRS/MAINT	410	10,000	1,884	-	-	-	#DIV/0!	-
002552-XXX	CAO VEHICLE #94 - MAINT/REPAIRS	-	-	-	-	-	-	#DIV/0!	-
002553-XXX	2011 DODGE #101 - MAINT/REPAIRS	2,888	-	617	-	748	-	#DIV/0!	-
002554-XXX	2012 GMC SIERRA #98-MAINT/REPAIRS	1,579	-	640	-	148	-	#DIV/0!	-
002555-XXX	2007 DODGE 3500 #86 - MAINT/REPAIRS	444	-	1,191	-	-	-	#DIV/0!	-
002556-XXX	2006 GMC DUMP TRUCK #81 - MAINT/REPAIRS	3,967	-	3,345	-	225	-	#DIV/0!	-
002557-XXX	2007 DODGE 1500 #87 - MAINT/REPAIRS	-	-	1,269	-	315	-	#DIV/0!	-
002558-XXX	2007 DODGE 1500 #88 - MAINT/REPAIRS	78	-	395	-	517	-	#DIV/0!	-

# **LAND OPERATIONS CONSOLIDATED BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
002559-XXX	OLD WATER TRUCK-MAINTENANCE/REPAIRS	3,357	-	3,265	-	2,117	-	#DIV/0!	-
002560-XXX	2008 DODGE #91 - MAINT/REPAIRS	-	-	-	-	-	-	#DIV/0!	-
002563-XXX	2006 VAN #79 - MAINT/REPAIRS	101	-	783	-	-	-	#DIV/0!	-
002564-XXX	2006 DODGE #80 - MAINT/REPAIRS	603	-	-	-	-	-	#DIV/0!	-
002566-XXX	2006 RANGER #82-MAINT/REPAIRS	-	-	824	-	-	-	#DIV/0!	-
002568-XXX	2010 FORD RANGER #95-MAINT/REPAIRS	311	-	824	-	-	-	#DIV/0!	-
002569-XXX	2011 GMC SIERRA #96 - MAINT/REPAIRS	35	-	94	-	3	-	#DIV/0!	-
002571-XXX	2017 WATER TRUCK-REPAIRS/MAINT	-	-	178	-	56	-	#DIV/0!	-

## **PARK MAINTENANCE**

Park Maintenance		451,885	347,650	546,515	385,600	162,114	395,500	40.99%	468,000
002140-XXX	PARKING LOT & ROAD MAINT.	-	-	-	-	-	-	#DIV/0!	-
002141-XXX	GROUND MAINTENANCE	39,774	42,500	56,286	46,000	18,432	32,500	56.71%	48,500
002142-XXX	BUILDINGS MAINTENANCE	60,870	36,500	66,429	38,500	29,270	51,000	57.39%	50,000
002214-XXX	WIFI BANDWIDTH FEE	-	1,200	-	-	-	-	#DIV/0!	-
002225-XXX	WATER SYSTEM MAINTENANCE	66,506	47,500	68,770	43,500	24,821	67,000	37.05%	56,000
002226-XXX	SEWAGE SYSTEM MAINTENANCE	36,856	31,500	37,970	32,500	14,199	37,500	37.86%	33,000
002227-XXX	ELECTRICAL MAINTENANCE	18,540	17,500	10,869	13,000	6,073	13,000	46.72%	19,500
002229-XXX	SMALL TOOLS	2,126	4,250	3,288	4,000	1,896	4,000	47.40%	10,000
002230-XXX	PICNIC TABLE REPAIRS	3,396	6,000	1,482	5,500	721	5,500	13.11%	2,500
002231-XXX	WASHROOM SUPPLIES	11,379	12,500	16,074	15,900	6,000	15,300	39.22%	16,300
002232-XXX	ICE	4,404	5,500	3,700	4,700	837	4,700	17.80%	4,700
002233-XXX	FIREWOOD	8,055	7,500	5,655	4,500	2,700	4,500	60.00%	4,500
002234-XXX	GARBAGE DISPOSAL	13,480	11,500	9,842	14,500	1,603	14,500	11.05%	14,500
002235-XXX	RESIDENCE MAINTENANCE	1,618	2,000	1,872	2,000	-	-	#DIV/0!	-
002301-XXX	RETAIL PURCHASES	13,188	17,200	14,499	16,500	7,024	11,500	61.08%	16,500
002268-XXX	MAT/SUPPLIES-TREES	3,256	-	-	3,500	628	-	#DIV/0!	-
002269-XXX	MAT/SUPPLIES-GROUNDS	105,308	40,000	162,067	50,000	22,672	50,000	45.34%	65,000
002270-XXX	MAT/SUPPLIES-BUILDINGS	9,788	7,500	14,872	15,000	2,458	15,000	16.39%	20,000
002271-XXX	MAT/SUPPLIES-PARKING	1,872	-	848	-	-	-	#DIV/0!	-
002272-XXX	MAT/SUPPLIES-TRAILS	5,037	1,000	1,337	1,000	-	20,000	0.00%	-
002273-XXX	MAT/SUPPLIES-MISC	175	1,000	9	1,000	-	500	0.00%	-



# **LAND OPERATIONS CONSOLIDATED BUDGET WORKSHEET - 2020**

	2017		2018		2019			2020
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
	Actual	Budget	Actual	Budget				
002275-XXX MAT/SUPPLIES-HUNTING	-	-	-	-	-	-	#DIV/0!	-
002277-XXX SNOW REMOVAL	281	3,000	672	3,000	204	3,000	6.78%	-
002288-XXX PUMP MAINT. & REPAIRS	223	1,000	2,477	1,000	-	1,000	0.00%	-
002289-XXX GATE ATTENDANT	30,172	21,000	36,232	30,000	10,920	30,000	36.40%	37,000
002291-XXX TREE REMOVAL	15,581	30,000	31,264	40,000	11,657	15,000	77.71%	70,000

## **EXPENSES**

Cost and expenses	118,837	160,675	133,685	108,900	53,176	143,500	37.06%	172,500
002145-XXX MISCELLANEOUS	12,412	10,500	7,845	11,500	12,828	8,500	150.92%	7,600
002157-XXX SPECIAL EVENTS	-	-	13,268	-	8,305	-	#DIV/0!	15,000
002162-XXX ADVERTISING	-	-	-	-	-	15,000	0.00%	20,000
002194-XXX EQUIPMENT CHARGEBACK	-	-	-	-	-	-	#DIV/0!	-
002196-XXX SIGNS	2,350	-	809	-	-	-	#DIV/0!	-
002220-XXX NATURAL GAS	-	-	-	-	-	-	#DIV/0!	-
002227-XXX ELECTRICAL MAINTENANCE	58	-	82	-	-	-	#DIV/0!	-
002238-XXX BASS DERBY	895	1,000	901	1,000	-	1,000	0.00%	1,000
002244-XXX TENT RENTAL	19,107	18,200	17,813	20,000	-	20,000	0.00%	20,000
002245-XXX WASHROOM RENTAL & SUPPLIES	5,211	7,100	6,102	7,000	-	6,000	0.00%	7,000
002246-XXX MAINTENANCE SUPPLIES	1,579	-	-	-	-	-	#DIV/0!	2,000
002248-XXX ENTERTAINMENT/SOUND SYS.	15,007	12,200	20,223	12,000	13,224	15,000	88.16%	21,000
002249-XXX PROGRAMS,POSTERS,TICKETS	2,882	3,900	5,045	3,500	-	4,000	0.00%	5,000
002250-XXX ADMISSION TICKETS	244	1,100	-	500	-	-	#DIV/0!	-
002252-XXX MILLING SUPPLIES	2,678	2,000	50	1,000	-	2,500	0.00%	2,500
002253-XXX DISPLAYS	506	700	440	500	-	-	#DIV/0!	1,000
002254-XXX DEMONSTRATIONS	137	-	-	-	-	-	#DIV/0!	-
002255-XXX COMMUNICATION SYSTEM	2,591	1,400	-	1,500	-	2,700	0.00%	2,000
002256-XXX CATERING	6,765	5,600	6,907	6,000	-	6,000	0.00%	7,500
002257-XXX BEER & WINE EXPENSES	18,913	14,100	16,751	17,500	-	18,900	0.00%	17,000
002258-XXX BUS RENTALS	8,810	10,150	6,937	10,000	-	7,500	0.00%	-
002259-XXX ASSOC.ANNUAL MEMBERSHIPS	122	500	-	500	-	-	#DIV/0!	-
002261-XXX ACTIVITIES-SUPPLIES	612	1,500	1,080	1,400	424	1,400	30.29%	1,400
002263-XXX FISH STOCKING	-	-	-	-	-	-	#DIV/0!	7,500

# **LAND OPERATIONS CONSOLIDATED BUDGET WORKSHEET - 2020**

	2017		2018		2019			2020
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
	Actual	Budget	Actual	Budget				
002281-XXX PROGRAMMING EXPENSES	-	-	10,395	-	4,617	-	#DIV/0!	20,000
002282-XXX FUEL & PROPANE	-	5,000	-	-	-	-	#DIV/0!	-
002297-XXX STRATEGIC INITIATIVES - GENERAL	17,958	65,725	19,037	15,000	13,778	35,000	39.37%	15,000

## **MATERIALS AND SUPPLIES**

Materials and Supplies	8,636	16,500	16,031	16,000	5,680	13,000	43.69%	13,500
002133-XXX MATERIALS & SUPPLIES	936	2,500	3,014	3,000	99	3,000	3.30%	3,000
002278-XXX PRINTING & OFFICE SUPPLIES	4,794	12,500	9,871	11,000	4,033	10,000	40.33%	10,500
002280-XXX OFFICE SUPPLIES & EQUIPMENT	2,906	1,500	3,146	2,000	1,548	-	#DIV/0!	-

## **TOTAL EXPENSES**

<b>2,518,487</b>	<b>2,409,380</b>	<b>2,700,698</b>	<b>2,383,692</b>	<b>1,152,169</b>	<b>2,543,062</b>	<b>45.31%</b>	<b>2,902,512</b>
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## **REVENUES**

### **MUNICIPAL FUNDING**

Municipal Funding	416,253	416,253	2,623,024	2,623,024	662,091	2,648,364	25.00%	834,162
001007-394 MUNICIPAL LEVY-GENERAL	416,253	416,253	2,623,024	2,623,024	662,091	2,648,364	25.00%	834,162
001065-394 LEVY -SPECIAL -NIAGARA	-	-	-	-	-	-	#DIV/0!	-

### **PROVINCIAL FUNDING**

Provincial Funding	-	-	32,765	42,500	14,796	43,000	34.41%	-
001003-490 PROVINCIAL GRANTS-OTHER	-	-	32,765	42,500	14,796	43,000	34.41%	-

### **INTEREST INCOME**

Interest Income	-	-	-	-	-	-	#DIV/0!	-
001013-490 INTEREST INCOME	-	-	-	-	-	-	#DIV/0!	-

### **OTHER REVENUE**

Revenue	78,652	2,500	228,095	42,500	12,820	56,700	22.61%	51,500
001020-490 MISCELLANEOUS	78,652	2,500	228,095	42,500	12,820	56,700	22.61%	51,500

# **LAND OPERATIONS CONSOLIDATED BUDGET WORKSHEET - 2020**

	2017		2018		2019			2020
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
	Actual	Budget	Actual	Budget				
<b>PARK OPERATIONS</b>								
<b>Park Operations</b>	<b>1,686,626</b>	<b>1,444,154</b>	<b>1,922,599</b>	<b>1,625,350</b>	<b>1,160,228</b>	<b>1,892,600</b>	<b>61.30%</b>	<b>2,016,850</b>
001026-410 BEER AND WINE SALES	27,719	-	23,382	30,000	-	27,000	0.00%	28,500
001036-410 ENTRANCE FEES	111,930	101,000	102,874	110,000	-	110,000	0.00%	110,000
001037-410 CONCESSIONS	14,871	59,600	11,488	10,000	813	13,300	6.11%	12,000
001039-410 GRIST MILL	2,549	3,000	2,478	3,000	-	3,000	0.00%	2,500
001041-410 EXHIBITOR FEES	89,243	80,800	79,306	92,000	52,687	91,000	57.90%	92,000
001022-400 DAY USE	242,781	215,000	353,737	237,000	63,754	327,000	19.50%	358,750
001023-400 CAMPING	676,034	595,000	693,928	640,000	625,926	700,500	89.35%	750,500
001024-400 SEASONS PASSES	42,506	36,500	49,494	41,000	35,480	41,300	85.91%	47,500
001028-400 U.S. EXCHANGE	90	-	108	-	43	-	#DIV/0!	-
001029-400 UNSPECIFIED	80,699	65,254	91,411	87,500	39,149	83,000	47.17%	89,100
001030-400 OUTDOOR CEREMONY	15,824	-	15,642	15,000	16,573	20,000	82.87%	22,000
001031-400 BARN RENTAL	130,140	94,000	163,719	120,000	122,279	150,000	81.52%	162,000
001032-400 CHURCH RENTAL	25,398	45,000	13,416	37,000	21,704	20,000	108.52%	21,000
001033-400 CENTRE RENTAL	87,603	65,000	106,500	75,000	54,383	100,000	54.38%	106,000
001034-400 RETAIL SALES	26,106	36,500	22,033	28,500	7,198	23,500	30.63%	24,500
001035-400 SELF PAY	1,382	3,000	1,831	3,000	379	3,000	12.63%	3,000
001044-400 SPECIAL EVENTS	2,478	2,500	34,243	11,500	43,963	40,000	109.91%	27,500
001046-400 GRANTS-SEASONAL STAFF	32,464	12,000	31,557	20,600	-	20,500	0.00%	20,500
001047-400 BALLS FALLS RESIDENCE RENTAL	-	9,300	-	-	-	-	#DIV/0!	-
001048-400 DAY CAMPS/PROGRAMMING	31,688	-	83,234	25,000	66,809	80,000	83.51%	100,000
001049-400 FILMING	21,035	-	22,650	20,000	100	20,000	0.50%	20,000
001042-402 3rd PARTY AGREEMENTS	-	-	-	-	5,531	-	#DIV/0!	-
001025-404 ICE	11,985	8,500	10,267	10,250	1,460	11,000	13.27%	11,000
001027-404 FIREWOOD	11,942	11,000	9,301	9,000	1,997	8,500	23.49%	8,500
001042-406 WIFI USER FEES	159	1,200	-	-	-	-	#DIV/0!	-
<b>TOTAL REVENUES</b>	<b>2,181,531</b>	<b>1,862,907</b>	<b>4,806,483</b>	<b>4,333,374</b>	<b>1,849,935</b>	<b>4,640,664</b>	<b>39.86%</b>	<b>2,902,512</b>



# **REVENUES (#490)** **BUDGET WORKSHEET - 2020**

## **REVENUES**

### **MUNICIPAL FUNDING**

<b>Municipal Funding</b>	
001007-490	MUNICIPAL LEVY-GENERAL
001065-490	LEVY -SPECIAL -NIAGARA

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

416,253	416,253
416,253	416,253

2,623,024	2,623,024
2,623,024	2,623,024

662,091	2,648,364	25.00%
662,091	2,648,364	25.00%
		#DIV/0!

834,162
834,162

### **PROVINCIAL FUNDING**

<b>Provincial Funding</b>	
001003-490	PROVINCIAL GRANTS-OTHER

-	-

32,765	42,500
32,765	42,500

14,796	43,000	34.41%
14,796	43,000	34.41%

-
-

### **INTEREST INCOME**

<b>Interest Income</b>	
001013-490	INTEREST INCOME

-	-

-	-

-	-	#DIV/0!
		#DIV/0!

-

### **OTHER REVENUE**

<b>Revenue</b>	
001020-490	MISCELLANEOUS

78,652	2,500
78,652	2,500

228,095	42,500
228,095	42,500

12,820	56,700	22.61%
12,820	56,700	22.61%

51,500
51,500

### **PARK OPERATIONS**

<b>Park Operations</b>	
001024-400	SEASONS PASSES
001042-406	WIFI USER FEES

-	-

1,180	-
1,180	

6,373	-	#DIV/0!
6,373		#DIV/0!
		#DIV/0!

-

## **TOTAL REVENUES**

494,905	418,753
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2,885,064	2,708,024
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696,080	2,748,064	25.33%
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885,662
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**STRAT. INITIATIVES MGMNT (#395)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

**Salaries & Benefits**

002101-XXX	WAGES - SALARIED
002104-XXX	WAGES - CASUAL
002105-XXX	WAGES - GATEKEEPER
002106-XXX	WAGES - SECURITY
002107-XXX	CPP
002108-XXX	EI
002109-XXX	OMERS
002110-XXX	WSIB
002111-XXX	GROUP INSURANCE
002112-XXX	EHT
002113-XXX	VACATION PAY

2017	
Annual	
Actual	Budget

	401,293	423,998
	319,874	329,146
	12,534	12,527
	5,093	6,598
	28,329	34,366
	9,031	9,479
	20,447	25,464
	5,985	6,418

2018	
Annual	
Actual	Budget

	319,503	336,268
	251,411	261,690
	9,587	10,260
	4,565	4,680
	21,202	26,200
	7,796	7,982
	20,027	20,353
	4,915	5,103

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

	83,098	177,733	46.75%
	65,607	139,699	46.96%
			0.00%
			0.00%
	3,185	5,200	61.25%
	1,492	2,440	61.16%
	6,415	14,100	45.49%
	2,073	4,470	46.37%
	3,043	9,100	33.44%
	1,283	2,724	47.10%
			0.00%

2020
Budget Draft 1

	361,439
	280,968
	11,160
	4,900
	28,164
	8,850
	21,918
	5,479

**OTHER EMPLOYEE RELATED**

**Other Employee Related**

002122-XXX	STAFF MILEAGE
002123-XXX	STAFF EXPENSES
002134-XXX	UNIFORMS
002155-XXX	HEALTH & SAFETY

	4,826	8,000
	2,331	3,500
	2,495	4,500

	5,566	13,000
	2,419	3,000
	3,147	10,000

	846	6,000	14.11%
	722	3,000	24.07%
	124	3,000	4.15%
			0.00%
			0.00%

	-
	-
	-

**EXPENSES**

**Cost and expenses**

002145-XXX	MISCELLANEOUS
002157-XXX	SPECIAL EVENTS
002162-XXX	ADVERTISING
002282-XXX	FUEL & PROPANE
002297-XXX	STRATEGIC INITIATIVES - GENERAL

	17,958	65,725
	17,958	65,725

	19,037	15,000
	19,037	15,000

	13,778	35,000	39.37%
			#DIV/0!
			#DIV/0!
			#DIV/0!
			#DIV/0!
	13,778	35,000	39.37%

	35,000
	20,000
	15,000

**STRAT. INITIATIVES MGMNT (#395)**  
**BUDGET WORKSHEET - 2020**

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
-		-		-	-	#DIV/0!	-
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
<b>424,077</b>	<b>497,723</b>	<b>344,106</b>	<b>364,268</b>	<b>97,723</b>	<b>218,733</b>	<b>44.68%</b>	<b>396,439</b>
<b>REVENUES</b>							
<b>MUNICIPAL FUNDING</b>							
-		-		-	-	#DIV/0!	-
						#DIV/0!	
						#DIV/0!	
<b>PROVINCIAL FUNDING</b>							
-		-		-	-	#DIV/0!	-
						#DIV/0!	
						#DIV/0!	
<b>INTEREST INCOME</b>							
-		-		-	-	#DIV/0!	-
						#DIV/0!	
						#DIV/0!	
<b>OTHER REVENUE</b>							
-		-		-	-	#DIV/0!	-
						#DIV/0!	
						#DIV/0!	

**STRAT. INITIATIVES MGMNT (#395)**  
**BUDGET WORKSHEET - 2020**

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

**PARK OPERATIONS**

**Park Operations**

001026-410 BEER AND WINE SALES  
 001036-410 ENTRANCE FEES  
 001049-400 FILMING  
 001042-402 3rd PARTY AGREEMENTS  
 001025-404 ICE  
 001027-404 FIREWOOD  
 001042-406 WIFI USER FEES

-	-

-	-

-	-	#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!

20,000
20,000

**TOTAL REVENUES**

-	-
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-	-	#DIV/0!
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20,000
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# **ECOLOGY (NEW)** **BUDGET WORKSHEET - 2020**

## **SALARIES & BENEFITS**

### **Salaries & Benefits**

002101-XXX WAGES - SALARIED  
002104-XXX WAGES - CASUAL  
002105-XXX WAGES - GATEKEEPER  
002106-XXX WAGES - SECURITY  
002107-XXX CPP  
002108-XXX EI  
002109-XXX OMERS  
002110-XXX WSIB  
002111-XXX GROUP INSURANCE  
002112-XXX EHT  
002113-XXX VACATION PAY

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

-	-	-	-	#DIV/0!	104,897
				#DIV/0!	82,466
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	2,790
				#DIV/0!	1,225
				#DIV/0!	8,826
				#DIV/0!	2,598
				#DIV/0!	5,384
				#DIV/0!	1,608
				#DIV/0!	

## **OTHER EMPLOYEE RELATED**

### **Other Employee Related**

002122-XXX STAFF MILEAGE  
002123-XXX STAFF EXPENSES  
002134-XXX UNIFORMS  
002155-XXX HEALTH & SAFETY

-	-	-	-	#DIV/0!	2,000
				#DIV/0!	1,000
				#DIV/0!	1,000
				#DIV/0!	
				#DIV/0!	

## **EXPENSES**

### **Cost and expenses**

002145-XXX MISCELLANEOUS  
002157-XXX SPECIAL EVENTS  
002261-XXX ACTIVITIES-SUPPLIES  
002263-XXX FISH STOCKING  
002281-XXX PROGRAMMING EXPENSES  
002282-XXX FUEL & PROPANE  
002297-XXX STRATEGIC INITIATIVES - GENERAL

-	-	-	-	#DIV/0!	7,500
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	7,500
				#DIV/0!	
				#DIV/0!	

# **ECOLOGY (NEW)** **BUDGET WORKSHEET - 2020**

## **MATERIALS AND SUPPLIES**

### **Materials and Supplies**

002133-XXX MATERIALS & SUPPLIES  
002278-XXX PRINTING & OFFICE SUPPLIES  
002280-XXX OFFICE SUPPLIES & EQUIPMENT

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

-	-
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-	-
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-	-	#DIV/0!
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3,000
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-	-
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-	-
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-	-	#DIV/0!
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117,397
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## **TOTAL EXPENSES**

## **REVENUES**

### **MUNICIPAL FUNDING**

#### **Municipal Funding**

001007-394 MUNICIPAL LEVY-GENERAL  
001065-394 LEVY -SPECIAL -NIAGARA

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-	-	#DIV/0!
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### **PROVINCIAL FUNDING**

#### **Provincial Funding**

001003-490 PROVINCIAL GRANTS-OTHER

-	-
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-	-
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-	-	#DIV/0!
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### **INTEREST INCOME**

#### **Interest Income**

001013-490 INTEREST INCOME

-	-
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-	-
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-	-	#DIV/0!
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### **OTHER REVENUE**

#### **Revenue**

001020-490 MISCELLANEOUS

-	-
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-	-
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-	-	#DIV/0!
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## **TOTAL REVENUES**

-	-
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-	-
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-	-	#DIV/0!
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-
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# **THANKSGIVING FESTIVAL (#411)** **BUDGET WORKSHEET - 2020**

## **SALARIES & BENEFITS**

### **Salaries & Benefits**

002101-XXX	WAGES - SALARIED
002104-XXX	WAGES - CASUAL
002105-XXX	WAGES - GATEKEEPER
002106-XXX	WAGES - SECURITY
002107-XXX	CPP
002108-XXX	EI
002109-XXX	OMERS
002110-XXX	WSIB
002111-XXX	GROUP INSURANCE
002112-XXX	EHT
002113-XXX	VACATION PAY

2017	
Annual	
Actual	Budget

18,521 21,700

11,919	12,100
	4,000
6,602	5,600

2018	
Annual	
Actual	Budget

23,277 21,500

16,558	15,000
6,719	6,500

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

1,377 22,000 6.26%

-	-	0.00%
1,103	15,000	7.35%
-	-	0.00%
-	7,000	0.00%
55	-	0.00%
28	-	0.00%
-	-	0.00%
39	-	0.00%
-	-	0.00%
24	-	0.00%
128	-	0.00%

2020
Budget Draft 1

17,000

17,000

## **OTHER EMPLOYEE RELATED**

### **Other Employee Related**

002122-XXX	STAFF MILEAGE
002123-XXX	STAFF EXPENSES
002134-XXX	UNIFORMS
002155-XXX	HEALTH & SAFETY

-	-

-	-

-	-	#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!

-

## **OCCUPANCY COSTS**

### **Occupancy Costs**

002135-XXX	TELEPHONE
002136-XXX	HEAT
002137-XXX	HYDRO
002138-XXX	WATER
002152-XXX	PROPERTY TAXES

-	-

-	-

-	-	#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!

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# THANKSGIVING FESTIVAL (#411) BUDGET WORKSHEET - 2020

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
-	-	-	-	-	-	#DIV/0!	12,000
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	12,000
						#DIV/0!	
4,630	5,000	13,254	4,500	-	4,500	0.00%	5,500
4,385	4,000	13,254	4,000		4,000	0.00%	5,500
						#DIV/0!	
245	1,000		500		500	0.00%	-
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
92,245	77,950	84,430	83,000	13,865	97,600	14.21%	92,600
5,913	1,000	3,557	3,000	641		#DIV/0!	7,600
						#DIV/0!	
					15,000	0.00%	
						#DIV/0!	
1,780		605				#DIV/0!	-
						#DIV/0!	
						#DIV/0!	
19,107	18,200	17,813	20,000		20,000	0.00%	20,000
5,211	7,100	6,102	7,000		6,000	0.00%	7,000

**THANKSGIVING FESTIVAL (#411)**  
**BUDGET WORKSHEET - 2020**

	2017		2018		2019			2020
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
	Actual	Budget	Actual	Budget				
002246-XXX MAINTENANCE SUPPLIES	1,579	-					#DIV/0!	2,000
002248-XXX ENTERTAINMENT/SOUND SYS.	15,007	12,200	20,223	12,000	13,224	15,000	88.16%	21,000
002249-XXX PROGRAMS,POSTERS,TICKETS	2,882	3,900	5,045	3,500		4,000	0.00%	5,000
002250-XXX ADMISSION TICKETS	244	1,100		500			#DIV/0!	
002252-XXX MILLING SUPPLIES	2,678	2,000	50	1,000		2,500	0.00%	2,500
002253-XXX DISPLAYS	506	700	440	500			#DIV/0!	1,000
002254-XXX DEMONSTRATIONS	137	-					#DIV/0!	-
002255-XXX COMMUNICATION SYSTEM	2,591	1,400		1,500		2,700	0.00%	2,000
002256-XXX CATERING	6,765	5,600	6,907	6,000		6,000	0.00%	7,500
002257-XXX BEER & WINE EXPENSES	18,913	14,100	16,751	17,500		18,900	0.00%	17,000
002258-XXX BUS RENTALS	8,810	10,150	6,937	10,000		7,500	0.00%	
002259-XXX ASSOC.ANNUAL MEMBERSHIPS	122	500		500			#DIV/0!	-
002261-XXX ACTIVITIES-SUPPLIES							#DIV/0!	
002263-XXX FISH STOCKING							#DIV/0!	
002281-XXX PROGRAMMING EXPENSES							#DIV/0!	
002282-XXX FUEL & PROPANE							#DIV/0!	
002297-XXX STRATEGIC INITIATIVES - GENERAL							#DIV/0!	
<b>MATERIALS AND SUPPLIES</b>							#DIV/0!	
Materials and Supplies								
002133-XXX MATERIALS & SUPPLIES							#DIV/0!	
002278-XXX PRINTING & OFFICE SUPPLIES							#DIV/0!	
002280-XXX OFFICE SUPPLIES & EQUIPMENT							#DIV/0!	
<b>TOTAL EXPENSES</b>	<b>115,396</b>	<b>104,650</b>	<b>120,961</b>	<b>109,000</b>	<b>15,242</b>	<b>124,100</b>	<b>12.28%</b>	<b>127,100</b>

## THANKSGIVING FESTIVAL (#411)

### BUDGET WORKSHEET - 2020

BUDGET WORKSHEET - 2020

		2017		2018		2019			2020		
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1		
		Actual	Budget	Actual	Budget						
REVENUES											
MUNICIPAL FUNDING											
Municipal Funding											
001007-394	MUNICIPAL LEVY-GENERAL	-	-	-	-	-	-	#DIV/0!	-		
001065-394	LEVY -SPECIAL -NIAGARA							#DIV/0!			
PROVINCIAL FUNDING											
Provincial Funding											
001003-490	PROVINCIAL GRANTS-OTHER	-	-	-	-	-	-	#DIV/0!	-		
INTEREST INCOME											
Interest Income											
001013-490	INTEREST INCOME	-	-	-	-	-	-	#DIV/0!	-		
OTHER REVENUE											
Revenue											
001020-490	MISCELLANEOUS	-	-	-	-	-	-	#DIV/0!	-		
PARK OPERATIONS											
Park Operations											
001026-410	BEER AND WINE SALES	246,312	244,400	219,528	245,000	53,500	244,300	21.90%	245,000		
001036-410	ENTRANCE FEES	27,719		23,382	30,000		27,000	0.00%	28,500		
001037-410	CONCESSIONS	111,930	101,000	102,874	110,000		110,000	0.00%	110,000		
001039-410	GRIST MILL	14,871	59,600	11,488	10,000	813	13,300	6.11%	12,000		
001041-410	EXHIBITOR FEES	2,549	3,000	2,478	3,000		3,000	0.00%	2,500		
001042-406	WIFI USER FEES	89,243	80,800	79,306	92,000	52,687	91,000	57.90%	92,000		
TOTAL REVENUES											
		246,312	244,400	219,528	245,000	53,500	244,300	21.90%	245,000		



**BALL'S FALLS (#401)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

**Salaries & Benefits**

002101-XXX	WAGES - SALARIED
002104-XXX	WAGES - CASUAL - BALLS FALLS EXCL
002105-XXX	WAGES - GATEKEEPER
002106-XXX	WAGES - PROGRAMMING
002107-XXX	CPP
002108-XXX	EI
002109-XXX	OMERS
002110-XXX	WSIB
002111-XXX	GROUP INSURANCE
002112-XXX	EHT
002113-XXX	VACATION PAY

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

		299,349	270,577	357,896	285,984	286,568	515,456	55.60%	342,627
		147,761	142,587	155,619	146,823	158,942	317,781	50.02%	150,888
		86,677	90,000	138,459	100,000	69,136	105,000	65.84%	100,000
								#DIV/0!	
								#DIV/0!	50,000
		8,164	5,090	10,947	5,130	10,780	13,000	82.92%	5,580
		4,100	2,674	5,935	2,340	5,245	6,100	85.98%	2,450
		14,883	14,700	14,616	15,245	15,284	31,400	48.68%	15,601
		6,785	4,106	9,074	4,478	7,255	10,169	71.34%	4,753
		23,025	8,640	11,728	9,105	12,719	25,809	49.28%	10,413
		4,490	2,780	5,966	2,863	4,509	6,197	72.76%	2,942
		3,464	-	5,553	-	2,698	-	#DIV/0!	

**OTHER EMPLOYEE RELATED**

**Other Employee Related**

002122-XXX	STAFF MILEAGE
002123-XXX	STAFF EXPENSES
002134-XXX	UNIFORMS
002155-XXX	HEALTH & SAFETY

		-	-	-	-	-	-	#DIV/0!	-
								#DIV/0!	
								#DIV/0!	
								#DIV/0!	
								#DIV/0!	

**VEHICLES AND EQUIPMENT**

**Vehicles & Equipment**

002228-XXX	GASOLINE & OIL
002295-XXX	EQUIPMENT PURCHASE
002296-XXX	EQUIPMENT MAINTENANCE
002292-XXX	VEHICLE RENTALS
002298-XXX	SMALL TOOLS/SHOP SUPPLIES
002571-XXX	2017 WATER TRUCK-REPAIRS/MAINT

		2,615	2,000	3,633	2,000	79	-	#DIV/0!	-
		2,615	2,000	3,633	2,000	79	-	#DIV/0!	
								#DIV/0!	
								#DIV/0!	
								#DIV/0!	
								#DIV/0!	

**BALL'S FALLS (#401)**  
**BUDGET WORKSHEET - 2020**

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

**PARK MAINTENANCE**

Park Maintenance	81,579	61,750	78,976	64,500	35,078	59,500	58.95%	69,500
002140-XXX PARKING LOT & ROAD MAINT.							#DIV/0!	
002141-XXX GROUNDS MAINTENANCE	12,924	15,000	12,751	15,000	4,413	1,500	294.20%	15,000
002142-XXX BUILDINGS MAINTENANCE	38,696	25,000	32,909	25,000	20,390	30,000	67.97%	30,000
002214-XXX WIFI BANDWIDTH FEE							#DIV/0!	
002225-XXX WATER SYSTEM MAINTENANCE	10,690	3,500	16,150	4,500	5,793	15,000	38.62%	5,000
002226-XXX SEWAGE SYSTEM MAINTENANCE	4,346	4,500	4,022	3,500	-	3,500	0.00%	4,000
002227-XXX ELECTRICAL MAINTENANCE	2,372	500	1,951	1,000	565	1,000	56.50%	2,000
002229-XXX SMALL TOOLS	387	750	1,243	1,000	238	1,000	23.80%	1,500
002230-XXX PICNIC TABLE REPAIRS	-	500	361	500		500	0.00%	-
002231-XXX WASHROOM SUPPLIES	4,638	3,000	4,378	4,500	1,658	4,500	36.84%	4,500
002232-XXX ICE							#DIV/0!	
002233-XXX FIREWOOD							#DIV/0!	
002234-XXX GARBAGE DISPOSAL	2,814	2,000	1,182	2,500	462	2,500	18.48%	2,500
002235-XXX RESIDENCE MAINTENANCE	1,618	2,000	1,872	2,000			#DIV/0!	
002301-XXX RETAIL PURCHASES	3,095	5,000	2,158	5,000	1,559	-	#DIV/0!	5,000
002291-XXX TREE REMOVAL							#DIV/0!	

**EXPENSES**

Cost and expenses	1,391	2,000	18,254	2,000	14,926	2,000	746.30%	20,000
002145-XXX MISCELLANEOUS	821	2,000	736	2,000	2,004	2,000	100.20%	-
002157-XXX SPECIAL EVENTS			6,919		8,305		#DIV/0!	-
002162-XXX ADVERTISING							#DIV/0!	
002194-XXX EQUIPMENT CHARGEBACK							#DIV/0!	
002196-XXX SIGNS	570		204				#DIV/0!	-
002220-XXX NATURAL GAS							#DIV/0!	



# **BALL'S FALLS (#401)**

## **BUDGET WORKSHEET - 2020**

002227-XXX ELECTRICAL MAINTENANCE  
 002238-XXX BASS DERBY  
 002281-XXX PROGRAMMING EXPENSES  
 002282-XXX FUEL & PROPANE  
 002297-XXX STRATEGIC INITIATIVES - GENERAL

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget
10,395	

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used
4,617		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!

2020
Budget Draft 1
20,000

### **MATERIALS AND SUPPLIES**

#### **Materials and Supplies**

002133-XXX MATERIALS & SUPPLIES  
 002278-XXX PRINTING & OFFICE SUPPLIES  
 002280-XXX OFFICE SUPPLIES & EQUIPMENT

4,983	6,500
2,077	5,000
2,906	1,500

6,905	6,500
3,759	4,500
3,146	2,000

3,554	6,500	54.68%
2,006	6,500	30.86%
1,548		#DIV/0!

6,500
6,500

### **TOTAL EXPENSES**

<b>389,916</b>	<b>342,827</b>
----------------	----------------

<b>465,664</b>	<b>360,984</b>
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<b>340,205</b>	<b>583,456</b>	<b>58.31%</b>
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<b>438,627</b>
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### **REVENUES**

#### **MUNICIPAL FUNDING**

#### **Municipal Funding**

001007-394 MUNICIPAL LEVY-GENERAL  
 001065-394 LEVY -SPECIAL -NIAGARA

-	-

-	-

-	-	#DIV/0!
		#DIV/0!
		#DIV/0!

-

**BALL'S FALLS (#401)**  
**BUDGET WORKSHEET - 2020**

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

**OTHER REVENUE**

Revenue							
001020-490	MISCELLANEOUS					#DIV/0!	
						#DIV/0!	

**PARK OPERATIONS**

Park Operations	415,788	316,054	507,896	398,000	339,799	501,000	67.82%	502,000
001026-410 BEER AND WINE SALES							#DIV/0!	
001022-400 DAY USE	72,623	50,000	55,678	57,000	26,264	67,000	39.20%	67,000
001023-400 CAMPING	5,046	5,000	1,950	5,000	1,395	5,000	27.90%	5,000
001024-400 SEASONS PASSES	5,980	3,500	2,442	3,500	2,807	3,500	80.20%	3,500
001028-400 U.S. EXCHANGE	80	-	92		37	-	#DIV/0!	
001029-400 UNSPECIFIED	3,644	29,254	12,635	25,000	1,207	-	#DIV/0!	-
001030-400 OUTDOOR CEREMONY	15,824	-	15,642	15,000	16,573	20,000	82.87%	22,000
001031-400 BARN RENTAL	130,140	94,000	163,719	120,000	122,279	150,000	81.52%	162,000
001032-400 CHURCH RENTAL	25,398	45,000	13,416	37,000	21,704	20,000	108.52%	21,000
001033-400 CENTRE RENTAL	87,603	65,000	106,500	75,000	54,383	100,000	54.38%	106,000
001034-400 RETAIL SALES	7,229	9,000	4,869	7,000	2,333	7,000	33.33%	7,000
001035-400 SELF PAY	1,382	3,000	1,773	3,000	379	3,000	12.63%	3,000
001044-400 SPECIAL EVENTS	-	-	17,721		23,529	20,000	117.65%	-
001046-400 GRANTS-SEASONAL STAFF	8,116	3,000	5,575	5,500		5,500	0.00%	5,500
001047-400 BALLS FALLS RESIDENCE RENTAL	-	9,300					#DIV/0!	-
001048-400 DAY CAMPS/PROGRAMMING	31,688	-	83,234	25,000	66,809	80,000	83.51%	100,000
001049-400 FILMING	21,035	-	22,650	20,000	100	20,000	0.50%	
001042-402 3rd PARTY AGREEMENTS							#DIV/0!	
001025-404 ICE							#DIV/0!	
001027-404 FIREWOOD							#DIV/0!	
001042-406 WIFI USER FEES							#DIV/0!	

<b>TOTAL REVENUES</b>	<b>415,788</b>	<b>316,054</b>	<b>507,896</b>	<b>398,000</b>	<b>339,799</b>	<b>501,000</b>	<b>67.82%</b>	<b>502,000</b>
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**BINBROOK (#403)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

**Salaries & Benefits**

002101-XXX	WAGES - SALARIED
002104-XXX	WAGES - CASUAL
002105-XXX	WAGES - GATEKEEPER
002106-XXX	WAGES - SECURITY
002107-XXX	CPP
002108-XXX	EI
002109-XXX	OMERS
002110-XXX	WSIB
002111-XXX	GROUP INSURANCE
002112-XXX	EHT
002113-XXX	VACATION PAY

2017	
Annual	
Actual	Budget

257,327	273,608
141,713	142,587
74,510	90,000
8,039	5,090
3,838	2,674
9,893	14,700
6,146	4,107
6,067	11,670
4,132	2,780
2,988	-

2018	
Annual	
Actual	Budget

293,370	273,951
157,627	146,823
80,224	85,000
8,805	5,130
4,573	2,340
15,284	15,245
7,228	4,478
11,728	12,072
4,710	2,863
3,192	-

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

143,937	281,062	51.21%
81,856	148,293	55.20%
34,045	90,000	37.83%
		0.00%
		0.00%
5,474	5,200	105.28%
2,666	2,440	109.25%
7,233	15,420	46.91%
3,256	4,745	68.62%
5,753	12,072	47.66%
2,292	2,892	79.25%
1,362	-	#DIV/0!

2020
Budget Draft 1

280,678
140,906
100,000
5,580
2,450
14,143
4,439
10,413
2,748

**OTHER EMPLOYEE RELATED**

**Other Employee Related**

002122-XXX	STAFF MILEAGE
002123-XXX	STAFF EXPENSES
002134-XXX	UNIFORMS
002155-XXX	HEALTH & SAFETY



		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!


**OCCUPANCY COSTS**

**Occupancy Costs**

002135-XXX	TELEPHONE
002136-XXX	HEAT
002137-XXX	HYDRO
002138-XXX	WATER
002152-XXX	PROPERTY TAXES

810	-
700	
110	


		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!


# **BINBROOK (#403)**

## **BUDGET WORKSHEET - 2020**

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

### **VEHICLES AND EQUIPMENT**

Vehicles & Equipment		3,317	3,500	4,214	2,000	1,230	3,500	35.14%	3,500
002228-XXX	GASOLINE & OIL	3,317	3,500	4,214	2,000	1,230	3,500	35.14%	3,500
002295-XXX	EQUIPMENT PURCHASE							#DIV/0!	
002296-XXX	EQUIPMENT MAINTENANCE							#DIV/0!	
002292-XXX	VEHICLE RENTALS							#DIV/0!	
002298-XXX	SMALL TOOLS/SHOP SUPPLIES							#DIV/0!	
002571-XXX	2017 WATER TRUCK-REPAIRS/MAINT							#DIV/0!	

### **PARK MAINTENANCE**

Park Maintenance		54,274	47,000	68,025	47,100	28,276	64,500	43.84%	65,500
002140-XXX	PARKING LOT & ROAD MAINT.							#DIV/0!	
002141-XXX	GROUNDS MAINTENANCE	8,450	8,500	13,923	10,000	4,152	10,000	41.52%	10,000
002142-XXX	BUILDINGS MAINTENANCE	14,513	4,000	14,947	4,500	4,355	10,000	43.55%	10,000
002214-XXX	WIFI BANDWIDTH FEE							#DIV/0!	
002225-XXX	WATER SYSTEM MAINTENANCE	5,594	7,000	12,765	7,000	8,055	15,000	53.70%	15,000
002226-XXX	SEWAGE SYSTEM MAINTENANCE	16,135	12,500	15,362	12,500	6,427	15,000	42.85%	15,000
002227-XXX	ELECTRICAL MAINTENANCE							#DIV/0!	
002229-XXX	SMALL TOOLS	486	1,500	143	1,000	774	1,000	77.40%	1,500
002230-XXX	PICNIC TABLE REPAIRS	1,623	2,500	-	2,500	558	2,500	22.32%	2,500
002231-XXX	WASHROOM SUPPLIES	2,333	2,500	3,071	2,600	1,954	3,500	55.83%	3,500
002232-XXX	ICE							#DIV/0!	
002233-XXX	FIREWOOD							#DIV/0!	
002234-XXX	GARBAGE DISPOSAL	2,807	2,500	2,928	3,000	76	3,500	2.17%	4,000
002235-XXX	RESIDENCE MAINTENANCE			-	0			#DIV/0!	
002301-XXX	RETAIL PURCHASES	2,333	6,000	4,887	4,000	1,925	4,000	48.13%	4,000
002291-XXX	TREE REMOVAL							#DIV/0!	



**BINBROOK (#403)**  
**BUDGET WORKSHEET - 2020**

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

**EXPENSES**

Cost and expenses		2,159	3,500	6,584	3,000	5,415	3,000	180.50%	6,000
002145-XXX	MISCELLANEOUS	2,101	3,500	153	3,000	5,415	3,000	180.50%	6,000
002157-XXX	SPECIAL EVENTS			6,349				#DIV/0!	
002162-XXX	ADVERTISING							#DIV/0!	
002194-XXX	EQUIPMENT CHARGEBACK							#DIV/0!	
002196-XXX	SIGNS							#DIV/0!	
002220-XXX	NATURAL GAS							#DIV/0!	
002227-XXX	ELECTRICAL MAINTENANCE	58		82				#DIV/0!	
002238-XXX	BASS DERBY							#DIV/0!	
002244-XXX	TENT RENTAL							#DIV/0!	
002297-XXX	STRATEGIC INITIATIVES - GENERAL							#DIV/0!	

**MATERIALS AND SUPPLIES**

Materials and Supplies		622	3,000	2,133	3,000	584	2,000	29.20%	2,000
002133-XXX	MATERIALS & SUPPLIES							#DIV/0!	
002278-XXX	PRINTING & OFFICE SUPPLIES	622	3,000	2,133	3,000	584	2,000	29.20%	2,000
002280-XXX	OFFICE SUPPLIES & EQUIPMENT							#DIV/0!	

**TOTAL EXPENSES**

318,509	330,608	374,327	329,051	179,442	354,062	50.68%	357,678
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**REVENUES**

**MUNICIPAL FUNDING**

Municipal Funding		-	-	-	-	#DIV/0!	-
001007-394	MUNICIPAL LEVY-GENERAL					#DIV/0!	
001065-394	LEVY -SPECIAL -NIAGARA					#DIV/0!	

# **BINBROOK (#403)**

## **BUDGET WORKSHEET - 2020**

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
-	-	-	-	-	-	#DIV/0!	-
						#DIV/0!	
-	-	-	-	-	-	#DIV/0!	-
						#DIV/0!	
255,659	225,500	391,623	259,500	109,033	362,500	#DIV/0!	413,350
150,009	145,000	259,698	155,000	35,267	235,000	15.01%	266,750
					2,500	0.00%	2,500
33,820	30,000	42,396	35,000	22,900	35,000	65.43%	40,000
						#DIV/0!	
53,842	30,000	55,258	45,000	22,531	60,000	37.55%	65,600
7,394	15,000	6,359	10,000	2,370	5,000	47.40%	6,000
						#DIV/0!	
2,478	2,500	16,522	11,500	20,434	20,000	102.17%	27,500
8,116	3,000	11,390	3,000		5,000	0.00%	5,000
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# **CHIPPAWA CREEK (#405)** **BUDGET WORKSHEET - 2020**

## **SALARIES & BENEFITS**

### **Salaries & Benefits**

	2017		2018		2019			2020
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
	Actual	Budget	Actual	Budget				
	279,421	258,525	290,807	271,451	87,399	273,562	31.95%	277,748
002101-XXX WAGES - SALARIED	140,963	142,587	152,509	146,823	37,818	148,293	25.50%	150,888
002104-XXX WAGES - CASUAL	84,611	75,000	80,707	82,500	30,069	82,500	36.45%	85,000
002105-XXX WAGES - GATEKEEPER							#DIV/0!	
002106-XXX WAGES - SECURITY							#DIV/0!	
002107-XXX CPP	8,976	5,090	8,611	5,130	3,084	5,200	59.32%	5,580
002108-XXX EI	4,051	2,674	4,511	2,340	1,570	2,440	64.35%	2,450
002109-XXX OMERS	14,888	14,700	17,639	15,245	4,400	15,420	28.53%	15,601
002110-XXX WSIB	6,403	4,107	7,224	4,478	2,169	4,745	45.70%	4,753
002111-XXX GROUP INSURANCE	11,806	11,587	11,728	12,072	5,753	12,072	47.66%	10,534
002112-XXX EHT	4,323	2,780	4,621	2,863	1,350	2,892	46.67%	2,942
002113-XXX VACATION PAY	3,401	-	3,258	-	1,186	-	#DIV/0!	

## **OTHER EMPLOYEE RELATED**

### **Other Employee Related**

	-	-	-	-	-	-	#DIV/0!	-
002122-XXX STAFF MILEAGE							#DIV/0!	
002123-XXX STAFF EXPENSES							#DIV/0!	
002134-XXX UNIFORMS							#DIV/0!	
002155-XXX HEALTH & SAFETY							#DIV/0!	

## **OCCUPANCY COSTS**

### **Occupancy Costs**

	30	-	-	-	-	-	#DIV/0!	-
002135-XXX TELEPHONE							#DIV/0!	
002136-XXX HEAT							#DIV/0!	
002137-XXX HYDRO	30						#DIV/0!	
002138-XXX WATER							#DIV/0!	
002152-XXX PROPERTY TAXES							#DIV/0!	

**CHIPPAWA CREEK (#405)**  
**BUDGET WORKSHEET - 2020**

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

**VEHICLES AND EQUIPMENT**

Vehicles & Equipment		2,725	1,500	3,240	2,500	312	2,700	11.56%	2,700
002228-XXX	GASOLINE & OIL	2,725	1,500	3,240	2,500	312	2,700	11.56%	2,700
002295-XXX	EQUIPMENT PURCHASE							#DIV/0!	
002296-XXX	EQUIPMENT MAINTENANCE							#DIV/0!	
002292-XXX	VEHICLE RENTALS							#DIV/0!	
002298-XXX	SMALL TOOLS/SHOP SUPPLIES							#DIV/0!	
002571-XXX	2017 WATER TRUCK-REPAIRS/MAINT							#DIV/0!	

**PARK MAINTENANCE**

Park Maintenance		48,224	46,500	50,219	47,500	22,036	47,500	46.39%	47,500
002140-XXX	PARKING LOT & ROAD MAINT.							#DIV/0!	
002141-XXX	GROUND MAINTENANCE	4,645	5,000	4,940	7,000	2,510	7,000	35.86%	8,000
002142-XXX	BUILDINGS MAINTENANCE	3,512	3,000	2,945	3,000	2,655	3,000	88.50%	4,000
002214-XXX	WIFI BANDWIDTH FEE							#DIV/0!	
002225-XXX	WATER SYSTEM MAINTENANCE	14,803	12,000	15,148	12,000	2,990	12,000	24.92%	11,000
002226-XXX	SEWAGE SYSTEM MAINTENANCE	6,961	7,000	11,510	9,000	6,434	9,000	71.49%	8,000
002227-XXX	ELECTRICAL MAINTENANCE	948	1,000	948	2,000	-	2,000	0.00%	2,000
002229-XXX	SMALL TOOLS	405	500	310	500	244	500	48.71%	500
002230-XXX	PICNIC TABLE REPAIRS	711	1,500	-	1,000	163	1,000	16.28%	-
002231-XXX	WASHROOM SUPPLIES	1,913	2,000	2,215	2,300	1,926	2,300	83.75%	3,300
002232-XXX	ICE	2,354	3,000	2,050	2,200	432	2,200	19.64%	2,200
002233-XXX	FIREWOOD	4,540	4,000	3,805	2,000	1,670	2,000	83.50%	2,000
002234-XXX	GARBAGE DISPOSAL	2,748	2,500	1,996	3,000	608	3,000	20.26%	3,000
002235-XXX	RESIDENCE MAINTENANCE	-	-					#DIV/0!	
002301-XXX	RETAIL PURCHASES	4,683	5,000	4,351	3,500	2,405	3,500	68.71%	3,500
002291-XXX	TREE REMOVAL							#DIV/0!	

# **CHIPPAWA CREEK (#405)** **BUDGET WORKSHEET - 2020**

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

## **EXPENSES**

Cost and expenses		2,498	3,000	2,680	2,900	2,477	2,900	85.41%	3,400
002145-XXX	MISCELLANEOUS	1,293	1,500	1,312	1,500	2,401	1,500	160.07%	2,000
002157-XXX	SPECIAL EVENTS							#DIV/0!	
002162-XXX	ADVERTISING							#DIV/0!	
002194-XXX	EQUIPMENT CHARGEBACK							#DIV/0!	
002196-XXX	SIGNS							#DIV/0!	
002220-XXX	NATURAL GAS							#DIV/0!	
002227-XXX	ELECTRICAL MAINTENANCE							#DIV/0!	
002238-XXX	BASS DERBY	895	1,000	901	1,000		1,000	0.00%	1,000
002244-XXX	TENT RENTAL							#DIV/0!	
002259-XXX	ASSOC.ANNUAL MEMBERSHIPS							#DIV/0!	
002261-XXX	ACTIVITIES-SUPPLIES	310	500	467	400	76	400	19.00%	400
002297-XXX	STRATEGIC INITIATIVES - GENERAL							#DIV/0!	

## **MATERIALS AND SUPPLIES**

Materials and Supplies		1,451	2,000	1,213	1,500	527	-	#DIV/0!	500
002133-XXX	MATERIALS & SUPPLIES							#DIV/0!	
002278-XXX	PRINTING & OFFICE SUPPLIES	1,451	2,000	1,213	1,500	527		#DIV/0!	500
002280-XXX	OFFICE SUPPLIES & EQUIPMENT							#DIV/0!	

## **TOTAL EXPENSES**

<b>334,350</b>	<b>311,525</b>	<b>348,159</b>	<b>325,851</b>	<b>112,751</b>	<b>326,662</b>	<b>34.52%</b>	<b>331,848</b>
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## **REVENUES**

### **MUNICIPAL FUNDING**

Municipal Funding		-	-	-	-	#DIV/0!	-
001007-394	MUNICIPAL LEVY-GENERAL					#DIV/0!	
001065-394	LEVY -SPECIAL -NIAGARA					#DIV/0!	

# CHIPPAWA CREEK (#405) BUDGET WORKSHEET - 2020

## PROVINCIAL FUNDING

Provincial Funding  
001003-490 PROVINCIAL GRANTS-OTHER

## OTHER REVENUE

Revenue  
001020-490 MISCELLANEOUS

## PARK OPERATIONS

Park Operations  
001026-410 BEER AND WINE SALES  
001036-410 ENTRANCE FEES  
001037-410 CONCESSIONS  
001039-410 GRIST MILL  
001041-410 EXHIBITOR FEES  
001022-400 DAY USE  
001023-400 CAMPING  
001024-400 SEASONS PASSES  
001028-400 U.S. EXCHANGE  
001029-400 UNSPECIFIED  
001034-400 RETAIL SALES  
001035-400 SELF PAY  
001044-400 SPECIAL EVENTS  
001046-400 GRANTS-SEASONAL STAFF  
001042-402 3rd PARTY AGREEMENTS  
001025-404 ICE  
001027-404 FIREWOOD  
001042-406 WIFI USER FEES

## TOTAL REVENUES

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
-	-	-	-	-	-	#DIV/0!	-
						#DIV/0!	
-	-	-	-	-	-	#DIV/0!	-
						#DIV/0!	
381,443	307,500	368,723	349,350	286,219	366,800	78.03%	376,000
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	
14,241	10,000	19,946	15,000	1,704	15,000	11.36%	15,000
330,115	275,000	313,685	305,000	272,233	320,000	85.07%	328,000
1,729	1,500	2,707	1,500	2,200	1,800	122.22%	3,000
10		16				#DIV/0!	
8,105	2,000	10,096	5,000	6,487	8,000	81.09%	8,000
6,878	7,500	5,984	7,500	1,578	7,500	21.04%	7,500
		58				#DIV/0!	
						#DIV/0!	
8,116	3,000	6,614	6,600		5,000	0.00%	5,000
						#DIV/0!	
5,443	3,500	4,546	4,750	728	5,000	14.56%	5,000
6,806	5,000	5,071	4,000	1,289	4,500	28.64%	4,500
						#DIV/0!	
381,443	307,500	368,723	349,350	286,219	366,800	78.03%	376,000



**LONG BEACH (#407)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

**Salaries & Benefits**

002101-XXX	WAGES - SALARIED
002104-XXX	WAGES - CASUAL
002105-XXX	WAGES - GATEKEEPER
002106-XXX	WAGES - SECURITY
002107-XXX	CPP
002108-XXX	EI
002109-XXX	OMERS
002110-XXX	WSIB
002111-XXX	GROUP INSURANCE
002112-XXX	EHT
002113-XXX	VACATION PAY

2017	
Annual	
Actual	Budget

279,499	258,539
151,797	142,587
74,883	75,000
8,509	5,090
3,845	2,674
14,887	14,700
6,433	4,107
11,806	11,601
4,337	2,780
3,003	-

2018	
Annual	
Actual	Budget

289,472	271,451
157,574	146,823
78,939	82,500
8,585	5,130
4,400	2,340
15,889	15,245
7,326	4,478
8,931	12,072
4,684	2,863
3,145	-

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

115,114	273,662	42.06%
48,192	148,293	32.50%
42,585	82,500	51.62%
		#DIV/0!
		#DIV/0!
4,261	5,200	81.94%
2,101	2,440	86.13%
5,663	15,420	36.73%
2,903	4,745	61.18%
5,898	12,172	48.46%
1,807	2,892	62.47%
1,703	-	#DIV/0!

2020
Budget Draft 1

287,627
150,888
95,000
5,580
2,450
15,601
4,753
10,413
2,942

**OTHER EMPLOYEE RELATED**

**Other Employee Related**

002122-XXX	STAFF MILEAGE
002123-XXX	STAFF EXPENSES
002134-XXX	UNIFORMS
002155-XXX	HEALTH & SAFETY

-	-

-	-

-	-	#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!

13,965

**OCCUPANCY COSTS**

**Occupancy Costs**

002135-XXX	TELEPHONE
002136-XXX	HEAT
002137-XXX	HYDRO
002138-XXX	WATER
002152-XXX	PROPERTY TAXES

1,964	-
1,964	-

-	-

-	-	#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!

-

**LONG BEACH (#407)**  
**BUDGET WORKSHEET - 2020**

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

**VEHICLES AND EQUIPMENT**

Vehicles & Equipment		1,764	3,000	2,125	3,000	876	3,000	29.20%	3,000
002228-XXX	GASOLINE & OIL	1,764	3,000	2,125	3,000	876	3,000	29.20%	3,000
002295-XXX	EQUIPMENT PURCHASE							#DIV/0!	
002296-XXX	EQUIPMENT MAINTENANCE							#DIV/0!	
002292-XXX	VEHICLE RENTALS							#DIV/0!	
002298-XXX	SMALL TOOLS/SHOP SUPPLIES							#DIV/0!	
002571-XXX	2017 WATER TRUCK-REPAIRS/MAINT							#DIV/0!	

**PARK MAINTENANCE**

Park Maintenance		90,084	81,900	85,500	76,000	27,873	83,500	33.38%	82,000
002140-XXX	PARKING LOT & ROAD MAINT.							#DIV/0!	
002141-XXX	GROUND MAINTENANCE	9,370	10,000	11,418	10,000	7,357	10,000	73.57%	10,000
002142-XXX	BUILDINGS MAINTENANCE	4,149	4,500	15,628	6,000	1,870	8,000	23.38%	6,000
002214-XXX	WIFI BANDWIDTH FEE		1,200					#DIV/0!	
002225-XXX	WATER SYSTEM MAINTENANCE	35,419	25,000	24,707	20,000	7,983	25,000	31.93%	25,000
002226-XXX	SEWAGE SYSTEM MAINTENANCE	9,414	7,500	7,076	7,500	1,338	10,000	13.38%	6,000
002227-XXX	ELECTRICAL MAINTENANCE	15,220	16,000	7,970	10,000	5,508	10,000	55.08%	15,500
002229-XXX	SMALL TOOLS	847	1,500	1,592	1,500	640	1,500	42.69%	2,000
002230-XXX	PICNIC TABLE REPAIRS	1,061	1,500	1,122	1,500	-	1,500	0.00%	-
002231-XXX	WASHROOM SUPPLIES	2,494	5,000	6,410	6,500	462	5,000	9.24%	5,000
002232-XXX	ICE	2,050	2,500	1,650	2,500	405	2,500	16.19%	2,500
002233-XXX	FIREWOOD	3,515	3,500	1,850	2,500	1,030	2,500	41.20%	2,500
002234-XXX	GARBAGE DISPOSAL	3,467	2,500	2,973	4,000	144	3,500	4.12%	3,500
002235-XXX	RESIDENCE MAINTENANCE							#DIV/0!	
002301-XXX	RETAIL PURCHASES	3,077	1,200	3,103	4,000	1,135	4,000	28.38%	4,000
002291-XXX	TREE REMOVAL							#DIV/0!	



# **LONG BEACH (#407)** **BUDGET WORKSHEET - 2020**

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

## **EXPENSES**

<b>Cost and expenses</b>	
002145-XXX MISCELLANEOUS	
002261-XXX ACTIVITIES-SUPPLIES	
002297-XXX STRATEGIC INITIATIVES - GENERAL	

2,586	3,500
2,284	2,500
302	1,000

2,700	3,000
2,087	2,000
613	1,000

2,715	3,000	90.50%
2,367	2,000	118.35%
348	1,000	34.80%
		#DIV/0!

1,000
-
1,000

## **MATERIALS AND SUPPLIES**

<b>Materials and Supplies</b>	
002133-XXX MATERIALS & SUPPLIES	
002278-XXX PRINTING & OFFICE SUPPLIES	
002280-XXX OFFICE SUPPLIES & EQUIPMENT	

644	2,500
644	2,500

2,766	2,000
2,766	2,000

916	1,500	61.07%
916	1,500	#DIV/0!
		61.07%
		#DIV/0!

1,500
1,500

## **TOTAL EXPENSES**

376,541	349,439
---------	---------

382,563	355,451
---------	---------

147,494	364,662	40.45%
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375,127
---------

## **REVENUES**

10 465  
3%

## **MUNICIPAL FUNDING**

<b>Municipal Funding</b>	
001007-394 MUNICIPAL LEVY-GENERAL	
001065-394 LEVY -SPECIAL -NIAGARA	

-	-
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-	-
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-	-	#DIV/0!
		#DIV/0!
		#DIV/0!

-
---

## **PROVINCIAL FUNDING**

<b>Provincial Funding</b>	
001003-490 PROVINCIAL GRANTS-OTHER	

-	-
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-	-
---	---

-	-	#DIV/0!
		#DIV/0!

-
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## **OTHER REVENUE**

<b>Revenue</b>	
001020-490 MISCELLANEOUS	

-	-
---	---

-	-
---	---

-	-	#DIV/0!
		#DIV/0!

-
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**LONG BEACH (#407)**  
**BUDGET WORKSHEET - 2020**

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

**PARK OPERATIONS**

Park Operations		387,424	350,700	433,649	373,500	365,304	418,000	87.39%	460,500
001026-410	BEER AND WINE SALES							#DIV/0!	
001022-400	DAY USE	5,908	10,000	18,415	10,000	519	10,000	#DIV/0!	10,000
001023-400	CAMPING	340,873	315,000	378,293	330,000	352,298	373,000	#DIV/0!	415,000
001024-400	SEASONS PASSES	977	1,500	769	1,000	1,200	1,000	#DIV/0!	1,000
001028-400	U.S. EXCHANGE					6		#DIV/0!	
001029-400	UNSPECIFIED	15,108	4,000	13,422	12,500	8,924	15,000	#DIV/0!	15,500
001030-400	OUTDOOR CEREMONY							#DIV/0!	
001034-400	RETAIL SALES	4,605	5,000	4,821	4,000	917	4,000	#DIV/0!	4,000
001035-400	SELF PAY							#DIV/0!	
001044-400	SPECIAL EVENTS							#DIV/0!	
001046-400	GRANTS-SEASONAL STAFF	8,116	3,000	7,978	5,500		5,000	#DIV/0!	5,000
001047-400	BALLS FALLS RESIDENCE RENTAL							#DIV/0!	
001048-400	DAY CAMPS/PROGRAMMING							#DIV/0!	
001049-400	FILMING							#DIV/0!	
001042-402	3rd PARTY AGREEMENTS							#DIV/0!	
001025-404	ICE	6,542	5,000	5,721	5,500	732	6,000	#DIV/0!	6,000
001027-404	FIREWOOD	5,136	6,000	4,230	5,000	708	4,000	#DIV/0!	4,000
001042-406	WIFI USER FEES	159	1,200					#DIV/0!	

**TOTAL REVENUES**

387,424	350,700
---------	---------

433,649	373,500
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365,304	418,000	87.39%
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460,500
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# CENTRAL WORKSHOP (#427) BUDGET WORKSHEET - 2020

## SALARIES & BENEFITS

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Salaries & Benefits		203,053	201,108	216,825	219,587	142,535	269,387	52.91%	348,797
002101-XXX	WAGES - SALARIED	135,880	133,950	142,547	140,935	97,277	214,292	45.39%	215,463
002104-XXX	WAGES - STUDENTS	30,472	32,000	32,340	42,000	17,430	-	#DIV/0!	24,780
002105-XXX	WAGES - CASUAL							#DIV/0!	47,790
002106-XXX	WAGES - SECURITY							#DIV/0!	
002107-XXX	CPP	6,490	5,090	6,747	5,130	5,527	7,800	70.85%	8,370
002108-XXX	EI	2,739	2,674	3,234	2,340	2,624	3,660	71.70%	3,675
002109-XXX	OMERS	13,587	13,452	14,386	14,385	8,756	21,920	39.94%	21,814
002110-XXX	WSIB	4,737	3,858	5,428	4,299	3,635	6,857	53.02%	6,787
002111-XXX	GROUP INSURANCE	4,763	7,472	7,396	7,750	4,332	10,679	40.57%	15,916
002112-XXX	EHT	3,165	2,612	3,445	2,748	2,256	4,179	53.99%	4,202
002113-XXX	VACATION PAY	1,219	-	1,302	-	697	-	#DIV/0!	-

## OTHER EMPLOYEE RELATED

Other Employee Related		-	-	-	-	-	-	#DIV/0!	7,000
002122-XXX	STAFF MILEAGE							#DIV/0!	4,000
002123-XXX	STAFF EXPENSES							#DIV/0!	3,000
002134-XXX	UNIFORMS							#DIV/0!	
002155-XXX	HEALTH & SAFETY							#DIV/0!	

## VEHICLES AND EQUIPMENT

Vehicles & Equipment		-	-	-	-	-	-	#DIV/0!	-
002228-XXX	GASOLINE & OIL							#DIV/0!	
002295-XXX	EQUIPMENT PURCHASE							#DIV/0!	
002296-XXX	EQUIPMENT MAINTENANCE							#DIV/0!	
002292-XXX	VEHICLE RENTALS							#DIV/0!	
002298-XXX	SMALL TOOLS/SHOP SUPPLIES							#DIV/0!	
002571-XXX	2017 WATER TRUCK-REPAIRS/MAINT							#DIV/0!	

## PARK MAINTENANCE

Park Maintenance		173,094	105,500	250,541	146,000	48,851	136,000	35.92%	198,000
002140-XXX	PARKING LOT & ROAD MAINT.							#DIV/0!	
002141-XXX	GROUNDS MAINTENANCE							#DIV/0!	

# CENTRAL WORKSHOP (#427) BUDGET WORKSHEET - 2020

002142-XXX BUILDINGS MAINTENANCE  
002234-XXX GARBAGE DISPOSAL  
002235-XXX RESIDENCE MAINTENANCE  
002301-XXX RETAIL PURCHASES  
002268-XXX MAT/SUPPLIES-TREES  
002269-XXX MAT/SUPPLIES-GROUNDS  
002270-XXX MAT/SUPPLIES-BUILDINGS  
002271-XXX MAT/SUPPLIES-PARKING  
002272-XXX MAT/SUPPLIES-TRAILS  
002273-XXX MAT/SUPPLIES-MISC  
002275-XXX MAT/SUPPLIES-HUNTING  
002277-XXX SNOW REMOVAL  
002288-XXX PUMP MAINT. & REPAIRS  
002289-XXX GATE ATTENDANT  
002291-XXX TREE REMOVAL

2017	
Annual	
Actual	Budget
1,400	1,000
3,256	-
105,308	40,000
9,788	7,500
1,872	-
5,037	1,000
175	1,000
-	-
281	3,000
223	1,000
30,172	21,000
15,581	30,000

2018	
Annual	
Actual	Budget
763	1,500
-	3,500
162,067	50,000
14,872	15,000
848	-
1,337	1,000
9	1,000
-	-
672	3,000
2,477	1,000
36,232	30,000
31,264	40,000

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used
		#DIV/0!
313	1,500	20.87%
		#DIV/0!
		#DIV/0!
628	-	#DIV/0!
22,672	50,000	45.34%
2,458	15,000	16.39%
-	-	#DIV/0!
-	20,000	0.00%
-	500	0.00%
-	-	#DIV/0!
204	3,000	6.78%
-	1,000	0.00%
10,920	30,000	36.40%
11,657	15,000	77.71%

2020
Budget Draft 1
1,500
-
65,000
20,000
37,000
70,000

## EXPENSES

Cost and expenses  
002145-XXX MISCELLANEOUS  
002157-XXX SPECIAL EVENTS  
002281-XXX PROGRAMMING EXPENSES  
002282-XXX FUEL & PROPANE  
002297-XXX STRATEGIC INITIATIVES - GENERAL

-	5,000
	5,000

-	-

-	-	#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!
		#DIV/0!

7,000
7,000

## MATERIALS AND SUPPLIES

Materials and Supplies  
002133-XXX MATERIALS & SUPPLIES  
002278-XXX PRINTING & OFFICE SUPPLIES  
002280-XXX OFFICE SUPPLIES & EQUIPMENT

936	2,500
936	2,500

3,014	3,000
3,014	3,000

99	3,000	3.30%
99	3,000	3.30%
		#DIV/0!
		#DIV/0!

-
-

## TOTAL EXPENSES

377,083	314,108
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470,380	368,587
---------	---------

191,485	408,387	46.89%
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560,797
---------



# VEHICLES (#801) BUDGET WORKSHEET - 2020

## SALARIES & BENEFITS

### Salaries & Benefits

002101-XXX	WAGES - SALARIED
002104-XXX	WAGES - CASUAL
002105-XXX	WAGES - GATEKEEPER
002106-XXX	WAGES - SECURITY
002107-XXX	CPP
002108-XXX	EI
002109-XXX	OMERS
002110-XXX	WSIB
002111-XXX	GROUP INSURANCE
002112-XXX	EHT
002113-XXX	VACATION PAY

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

-	-	-	-	#DIV/0!	-
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	

## VEHICLES AND EQUIPMENT

### Vehicles & Equipment

002228-XXX	GASOLINE & OIL
002295-XXX	EQUIPMENT PURCHASE
002296-XXX	EQUIPMENT MAINTENANCE
002292-XXX	VEHICLE RENTALS
002298-XXX	SMALL TOOLS/SHOP SUPPLIES
002500-XXX	2008 DODGE #90 - GASOLINE
002501-XXX	2011 DODGE #100 - GASOLINE
002502-XXX	RENTAL VEHICLES - GASOLINE
002503-XXX	2011 DODGE #101 - GASOLINE
002504-XXX	2012 GMC SIERRA #98 - GASOLINE
002505-XXX	2007 DODGE 3500 #86 - GASOLINE
002506-XXX	2006 GMC DUMP TRUCK #81 - GASOLINE
002507-XXX	2007 DODGE 1500 #87 - GASOLINE
002508-XXX	2007 DODGE 1500 #88 - GASOLINE
002509-XXX	OLD WATER TRUCK - GASOLINE
002510-XXX	2008 DODGE #91 - GASOLINE

124,535	112,000	125,075	119,000	44,867	117,000	38.35%	131,000
						#DIV/0!	
						#DIV/0!	
						#DIV/0!	5,000
74,456	80,000	71,382	87,000	26,573	90,000	29.53%	100,000
94	2,000	194	2,000	90	3,000	2.98%	2,000
2,850	-	2,699	-	1,003	-	#DIV/0!	
2,493	20,000	3,234	30,000	1,138	24,000	4.74%	24,000
11,265	-	13,932	-	6,651	-	#DIV/0!	
3,875	-	1,409	-	332	-	#DIV/0!	
1,703	-	1,860	-	790	-	#DIV/0!	
2,688	-	2,923	-	670	-	#DIV/0!	
1,052	-	1,761	-	353	-	#DIV/0!	
2,187	-	2,662	-	543	-	#DIV/0!	
2,169	-	4,233	-	1,278	-	#DIV/0!	
305	-	514	-	377	-	#DIV/0!	
-	-	-	-	-	-	#DIV/0!	

# VEHICLES (#801) BUDGET WORKSHEET - 2020

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
002513-XXX	2006 VAN #79 - GASOLINE	1,166	-	900	-	152	-	#DIV/0!	
002517-XXX	2010 RANGER #95-GASOLINE	2,204	-	-	-	747	-	#DIV/0!	
002518-XXX	2011 GMC SIERRA #96-GASOLINE	2,255	-	2,471	-	155	-	#DIV/0!	
002520-XXX	2017 WATER TRUCK -GASOLINE	-	-	203	-	-	-	#DIV/0!	
002550-XXX	2008 DODGE #90 - MAINTENANCE/REPAIRS	-	-	1,037	-	-	-	#DIV/0!	
002551-XXX	2011 DODGE #100 - REPAIRS/MAINT.	410	10,000	1,884	-	-	-	#DIV/0!	
002552-XXX	CAO VEHICLE #94 - MAINT/REPAIRS	-	-	-	-	-	-	#DIV/0!	
002553-XXX	2011 DODGE #101 - MAINT/REPAIRS	2,888	-	617	-	748	-	#DIV/0!	
002554-XXX	2012 GMC SIERRA #98-MAINT/REPAIRS	1,579	-	640	-	148	-	#DIV/0!	
002555-XXX	2007 DODGE 3500 #86 - MAINT/REPAIRS	444	-	1,191	-	-	-	#DIV/0!	
002556-XXX	2006 GMC DUMP TRUCK #81 - MAINT/REPAIRS	3,967	-	3,345	-	225	-	#DIV/0!	
002557-XXX	2007 DODGE 1500 #87 - MAINT/REPAIRS	-	-	1,269	-	315	-	#DIV/0!	
002558-XXX	2007 DODGE 1500 #88 - MAINT/REPAIRS	78	-	395	-	517	-	#DIV/0!	
002559-XXX	OLD WATER TRUCK-MAINTENANCE/REPAIRS	3,357	-	3,265	-	2,117	-	#DIV/0!	
002560-XXX	2008 DODGE #91 - MAINT/REPAIRS	-	-	-	-	-	-	#DIV/0!	
002563-XXX	2006 VAN #79 - MAINT/REPAIRS	101	-	783	-	-	-	#DIV/0!	
002564-XXX	2006 DODGE #80 - MAINT/REPAIRS	603	-	-	-	-	-	#DIV/0!	
002566-XXX	2006 RANGER #82-MAINT/REPAIRS	-	-	824	-	-	-	#DIV/0!	
002568-XXX	2010 FORD RANGER #95-MAINT/REPAIRS	311	-	824	-	-	-	#DIV/0!	
002569-XXX	2011 GMC SIERRA #96 - MAINT/REPAIRS	35	-	94	-	3	-	#DIV/0!	
002571-XXX	2017 WATER TRUCK-REPAIRS/MAINT	-	-	178	-	56	-	#DIV/0!	

## MATERIALS AND SUPPLIES

Materials and Supplies		-	-	-	-	-	-	#DIV/0!	-
002133-XXX	MATERIALS & SUPPLIES							#DIV/0!	
002278-XXX	PRINTING & OFFICE SUPPLIES							#DIV/0!	
002280-XXX	OFFICE SUPPLIES & EQUIPMENT							#DIV/0!	

## TOTAL EXPENSES

124,535	112,000	125,075	119,000	44,867	117,000	38.35%	131,000
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# **EQUIPMENT (#901)** **BUDGET WORKSHEET - 2020**

## **SALARIES & BENEFITS**

### **Salaries & Benefits**

002101-XXX	WAGES - SALARIED
002104-XXX	WAGES - CASUAL
002105-XXX	WAGES - GATEKEEPER
002106-XXX	WAGES - SECURITY
002107-XXX	CPP
002108-XXX	EI
002109-XXX	OMERS
002110-XXX	WSIB
002111-XXX	GROUP INSURANCE
002112-XXX	EHT
002113-XXX	VACATION PAY

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

-	-	-	-	#DIV/0!	-
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	
				#DIV/0!	

## **VEHICLES AND EQUIPMENT**

### **Vehicles & Equipment**

002228-XXX	GASOLINE & OIL
002295-XXX	EQUIPMENT PURCHASE
002296-XXX	EQUIPMENT MAINTENANCE
002292-XXX	VEHICLE RENTALS
002298-XXX	SMALL TOOLS/SHOP SUPPLIES
002571-XXX	2017 WATER TRUCK-REPAIRS/MAINT

58,081	46,500	69,463	51,500	22,960	46,000	49.91%	66,500
3,301	4,000	2,734	4,000	2,361	4,000	59.03%	4,000
7,074	15,000	16,931	15,000	6,276	12,000	52.30%	15,000
45,933	25,000	49,608	30,000	13,940	30,000	46.47%	47,500
						#DIV/0!	
1,773	2,500	191	2,500	383		#DIV/0!	
						#DIV/0!	

## **MATERIALS AND SUPPLIES**

### **Materials and Supplies**

002133-XXX	MATERIALS & SUPPLIES
002278-XXX	PRINTING & OFFICE SUPPLIES
002280-XXX	OFFICE SUPPLIES & EQUIPMENT

-	-	-	-	-	-	#DIV/0!	-
						#DIV/0!	
						#DIV/0!	

## **TOTAL EXPENSES**

58,081	46,500	69,463	51,500	22,960	46,000	49.91%	66,500
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# WATERSHED CONSOLIDATED BUDGET WORKSHEET - 2020

## SALARIES & BENEFITS

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Salaries &amp; Benefits</b>		<b>2,021,865</b>	<b>1,999,516</b>	<b>1,165,196</b>	<b>1,562,405</b>	<b>695,934</b>	<b>1,541,532</b>	<b>45.15%</b>	<b>1,913,647</b>
002101-XXX	WAGES - SALARIED	1,637,323	1,560,164	908,694	1,217,783	533,062	1,205,017	44.24%	1,487,634
002104-XXX	WAGES - CASUAL	8,990	19,800	7,062	19,800	4,771	7,160	0.00%	26,803
002107-XXX	CPP	46,606	49,090	32,329	36,775	25,104	36,400	68.97%	50,220
002108-XXX	EI	18,287	25,768	15,091	16,895	11,453	17,080	67.06%	22,050
002109-XXX	OMERS	148,708	169,304	94,502	134,450	56,522	131,360	43.03%	159,335
002110-XXX	WSIB	41,144	45,216	27,493	37,713	17,085	38,495	44.38%	46,860
002111-XXX	GROUP INSURANCE	92,503	99,552	62,570	74,857	37,153	82,562	45.00%	91,736
002112-XXX	EHT	27,440	30,622	17,173	24,132	10,557	23,458	45.00%	29,009
002113-XXX	VACATION PAY	864	-	282	-	227	-	0.00%	-

## OTHER EMPLOYEE RELATED

		25,631	32,100	19,068	31,990	5,097	33,460	15.23%	31,170
<b>Other Employee Related</b>									
002122-XXX	STAFF MILEAGE	15,999	19,100	7,808	18,890	2,533	18,890	13.41%	15,750
002123-XXX	STAFF EXPENSES	9,632	13,000	11,261	13,100	2,564	14,570	17.60%	15,420

## PROFESSIONAL FEES

		282,831	178,653	226,624	187,800	46,954	278,500	0.00%	171,500
<b>Professional Fees</b>									
002165-XXX	CONSULTING SERVICES	175,690	38,500	111,774	48,300	37,173	135,000	0.00%	29,000
002151-XXX	LEGAL FEES	33,566	46,653	35,319	46,000	5,112	50,000	0.00%	45,000
002216-XXX	LAB ANALYSIS	73,574	93,500	79,532	93,500	4,670	93,500	0.00%	97,500

## MATERIALS AND SUPPLIES

		20,114	29,950	11,559	26,885	7,274	26,450	0.00%	29,450
<b>Materials and Supplies</b>									
002133-XXX	MATERIALS & SUPPLIES	20,114	29,950	11,559	26,885	7,274	26,450	0.00%	29,450

## VEHICLES AND EQUIPMENT

		1,120	2,800	-	2,500	-	2,500	0.00%	2,500
<b>Vehicles &amp; Equipment</b>									
002125-XXX	EQUIPMENT PURCHASE	1,120	-	-	-	-	-	0.00%	-
002126-XXX	EQUIPMENT RENTAL	-	2,800	-	2,500	-	2,500	0.00%	2,500

**WATERSHED CONSOLIDATED  
BUDGET WORKSHEET - 2020**

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
32,902	46,000	40,641	46,500	6,753	48,500	13.92%	44,000
32,902	46,000	40,641	46,500	6,753	48,500	13.92%	44,000
16,760	24,700	14,878	35,300	15,021	31,752	47.31%	37,700
1,122	5,000	-	4,000	2,064	4,000	51.59%	4,000
2,207	3,000	1,179	2,000	498	2,000	0.00%	2,000
2,444	-	1,313	2,000	603	-	0.00%	-
-	-	-	-	-	-	0.00%	-
3,011	12,000	1,813	10,000	8,021	15,500	51.75%	20,000
-	-	-	-	-	-	0.00%	-
1,255	-	-	1,000	-	-	0.00%	-
652	-	682	500	270	-	0.00%	-
962	-	2,301	500	460	-	0.00%	-
			5,300		3,385	0.00%	3,500
5,108	4,700	7,590	10,000	3,105	6,867	45.22%	8,200
2,401,222	2,313,719	1,477,966	1,893,380	777,033	1,962,694	39.59%	2,229,967

# WATERSHED CONSOLIDATED BUDGET WORKSHEET - 2020

	2017		2018		2019			2020 Budget Draft 1
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	
	Actual	Budget	Actual	Budget				
<b>REVENUES</b>								
<b>MUNICIPAL FUNDING</b>								
Municipal Funding	1,737,501	1,737,494	1,072,381	1,072,380	301,836	1,207,344	25.00%	1,322,773
001007-390    MUNICIPAL LEVY-GENERAL	1,235,327	1,235,022	1,049,065	1,049,065	296,007	1,184,029	25.00%	1,299,458
001065-386    LEVY-SPECIAL-NIAGARA	482,278	482,575	-	-	-	-	0.00%	-
001066-360    LEVY-SPECIAL-HAMILTON	19,896	19,897	23,316	23,315	5,829	23,315	25.00%	23,315
<b>PROVINCIAL FUNDING</b>								
Provincial Funding	189,978	200,700	246,453	260,000	40,039	262,000	15.28%	234,485
001001-360    MNR TRANSFER PAYMENTS	98,700	98,700	145,000	145,000	-	145,000	0.00%	74,800
001003-360    PROVINCIAL GRANTS-OTHER	91,278	102,000	101,453	115,000	40,039	117,000	34.22%	159,685
<b>PERMITS AND REGULATORY FEES</b>								
Permits and Regulatory Fees	533,178	360,325	417,690	367,500	212,944	314,850	67.63%	387,108
001017-360    ADMINISTRATION FEES	533,178	360,325	417,690	367,500	212,944	314,850	67.63%	387,108
<b>OTHER REVENUE</b>								
Revenue	26,220	15,200		193,500	107,932	178,500	60.47%	285,601
001020-386    MISCELLANEOUS	26,220	15,200	175,820	193,500	107,932	178,500	60.47%	285,601
<b>TOTAL REVENUES</b>	<b>2,486,877</b>	<b>2,313,719</b>	<b>1,736,524</b>	<b>1,893,380</b>	<b>662,751</b>	<b>1,962,694</b>	<b>33.77%</b>	<b>2,229,967</b>



**SOURCE WATER PROTECTION (#205)**  
**BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>SALARIES &amp; BENEFITS</b>									
Salaries & Benefits		115,332	113,650	94,635	117,382	47,847	104,685	45.71%	104,450
002101-205	WAGES - SALARIED	90,538	89,279	73,665	92,326	36,522	82,886	44.06%	82,466
002104-205	WAGES - CASUAL	-	-	-	-	-	-	0.00%	-
002107-205	CPP	2,770	2,545	2,905	2,565	1,870	2,600	71.91%	2,790
002108-205	EI	1,003	1,337	1,221	1,170	831	1,220	68.12%	1,225
002109-205	OMERS	10,159	9,952	8,594	10,385	3,761	7,335	51.28%	8,826
002110-205	WSIB	2,755	2,571	2,550	2,816	1,236	2,652	46.62%	2,598
002111-205	GROUP INSURANCE	6,324	6,225	4,152	6,320	2,880	6,376	45.17%	4,938
002112-205	EHT	1,782	1,741	1,548	1,800	746	1,616	46.15%	1,608
002113-205	VACATION PAY							0.00%	-
<b>OTHER EMPLOYEE RELATED</b>									
Other Employee Related		1,559	500	666	1,190	508	2,160	23.50%	2,420
002122-205	STAFF MILEAGE	686	500	199	740	189	740	25.56%	1,000
002123-205	STAFF EXPENSES	873	-	467	450	319	1,420	22.44%	1,420
<b>PROFESSIONAL FEES</b>									
Professional Fees		8,909	-	23,178	5,300	20,955	-	0.00%	-
002165-205	CONSULTING SERVICES	8,909		23,178	5,300	20,955	-	0.00%	-
002151-205	LEGAL FEES							0.00%	
002216-205	LAB ANALYSIS							0.00%	
<b>MATERIALS AND SUPPLIES</b>									
Materials and Supplies		435	-	41	435	-	-	0.00%	-
002133-205	MATERIALS & SUPPLIES	435		41	435			0.00%	-
<b>EXPENSES</b>									
Cost and expenses		5,108	4,700	7,590	15,300	3,105	10,252	30.29%	11,700
002195-205	COMMUNICATIONS SERVICES				5,300		3,385	0.00%	3,500
002302-205	COMMITTEE EXPENSES	5,108	4,700	7,590	10,000	3,105	6,867	45.22%	8,200
<b>TOTAL EXPENSES</b>		<b>131,344</b>	<b>118,850</b>	<b>126,110</b>	<b>139,607</b>	<b>72,414</b>	<b>117,097</b>	<b>61.84%</b>	<b>118,570</b>



# SOURCE WATER PROTECTION (#205)

## BUDGET WORKSHEET - 2020

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

### REVENUES

#### MUNICIPAL FUNDING

Municipal Funding		16,851	16,850	24,607	24,607	24	97	25.00%	4,920
001007-204	MUNICIPAL LEVY-GENERAL	16,851	16,850	24,607	24,607	24	97	25.00%	4,920
001065-204	LEVY-SPECIAL-NIAGARA							#DIV/0!	
001066-204	LEVY-SPECIAL-HAMILTON							#DIV/0!	

#### PROVINCIAL FUNDING

Provincial Funding		47,340	102,000	88,659	115,000	40,039	117,000	34.22%	113,650
001001-204	MNR TRANSFER PAYMENTS	-	-					#DIV/0!	
001003-204	PROVINCIAL GRANTS-OTHER	47,340	102,000	88,659	115,000	40,039	117,000	34.22%	113,650

#### PERMITS AND REGULATORY FEES

Permits and Regulatory Fees		-	-	-	-	-	-	#DIV/0!	-
001017-204	ADMINISTRATION FEES							#DIV/0!	-

#### OTHER REVENUE

Revenue		-	-	-	-	-	-	#DIV/0!	-
001020-204	MISCELLANEOUS	-	-					#DIV/0!	

#### TOTAL REVENUES

64,191	118,850	113,266	139,607	40,063	117,097	34.21%	118,570
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# SPECIAL PROJECTS (#217) BUDGET WORKSHEET - 2020

## SALARIES & BENEFITS

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Salaries &amp; Benefits</b>		<b>14,990</b>	<b>14,225</b>	<b>-</b>	<b>14,995</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>8,934</b>
002101-217	WAGES - SALARIED	12,777	-	-	-				
002104-217	WAGES - CASUAL	159	13,400		13,400				8,934
002107-217	CPP	602	450		600				
002108-217	EI	309	200		350				
002109-217	OMERS	-	-		-				
002110-217	WSIB	377	100		385				
002111-217	GROUP INSURANCE	-	-		-				
002112-217	EHT	255	75		260				
002113-217	VACATION PAY	511	-		-				

## OTHER EMPLOYEE RELATED

<b>Other Employee Related</b>		<b>1,405</b>	<b>1,600</b>	<b>211</b>	<b>1,600</b>	<b>191</b>	<b>1,600</b>	<b>11.93%</b>	<b>1,500</b>
002122-217	STAFF MILEAGE	109	500	-	500	180	500	36.02%	500
002123-217	STAFF EXPENSES	1,296	1,100	211	1,100	11	1,100	0.98%	1,000

## PROFESSIONAL FEES

<b>Professional Fees</b>		<b>-</b>	<b>-</b>	<b>34,468</b>	<b>8,000</b>	<b>-</b>	<b>8,000</b>	<b>0.00%</b>	<b>12,000</b>
002165-217	CONSULTING SERVICES			34,468	-			0.00%	
002151-205	LEGAL FEES							0.00%	
002216-217	LAB ANALYSIS			-	8,000		8,000	0.00%	12,000

## MATERIALS AND SUPPLIES

<b>Materials and Supplies</b>		<b>1,418</b>	<b>750</b>	<b>1,294</b>	<b>1,750</b>	<b>-</b>	<b>1,750</b>	<b>0.00%</b>	<b>2,250</b>
002133-217	MATERIALS & SUPPLIES	1,418	750	1,294	1,750	-	1,750	0.00%	2,250

## VEHICLES AND EQUIPMENT

<b>Vehicles &amp; Equipment</b>		<b>1,120</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>
002125-217	EQUIPMENT PURCHASE	1,120	-			-	-	0.00%	
002126-217	EQUIPMENT RENTAL	-	300			-	-	0.00%	

# SPECIAL PROJECTS (#217) BUDGET WORKSHEET - 2020

## CONTRACTOR SERVICES

Contractor Services  
002164-217 CONTRACTOR SERVICES

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
8,403	9,500	-	9,500	-	9,500	0.00%	5,000
8,403	9,500		9,500		9,500	0.00%	5,000

## TOTAL EXPENSES

27,335	26,375	35,972	35,845	191	22,850	0.84%	29,684
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## REVENUES

### MUNICIPAL FUNDING

Municipal Funding  
001007-216 MUNICIPAL LEVY-GENERAL  
001065-360 LEVY-SPECIAL-NIAGARA  
001066-360 LEVY-SPECIAL-HAMILTON

26,376	26,375	35,845	35,845	5,713	22,850	25.00%	29,684
26,376	26,375	35,845	35,845	5,713	22,850	25.00%	29,684
						#DIV/0!	
						#DIV/0!	

### PROVINCIAL FUNDING

Provincial Funding  
001001-360 MNR TRANSFER PAYMENTS  
001003-360 PROVINCIAL GRANTS-OTHER

-	-	-	-	-	-	#DIV/0!	-
-	-					#DIV/0!	
						#DIV/0!	

### PERMITS AND REGULATORY FEES

Permits and Regulatory Fees  
001017-360 ADMINISTRATION FEES

-	-	-	-	-	-	#DIV/0!	-
						#DIV/0!	-

### OTHER REVENUE

Revenue  
001020-360 MISCELLANEOUS

-	-	-	-	-	-	#DIV/0!	-
-	-					#DIV/0!	

## TOTAL REVENUES

26,376	26,375	35,845	35,845	5,713	22,850	25.00%	29,684
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# WATER QUALITY MONITORING (#265)

## BUDGET WORKSHEET - 2020

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>SALARIES &amp; BENEFITS</b>									
<b>Salaries &amp; Benefits</b>		<b>212,757</b>	<b>209,567</b>	<b>215,811</b>	<b>214,027</b>	<b>109,827</b>	<b>216,273</b>	<b>50.78%</b>	<b>219,992</b>
002101-265	WAGES - SALARIED	158,799	158,071	162,357	161,626	79,945	163,246	48.97%	166,101
002104-265	WAGES - CASUAL	8,831	6,400	7,062	6,400	4,771	7,160	0.00%	8,934
002107-265	CPP	5,557	5,375	5,551	5,395	4,136	5,200	79.54%	5,580
002108-265	EI	2,210	2,839	2,590	2,505	1,933	2,440	79.23%	2,450
002109-265	OMERS	17,013	16,925	17,455	17,400	8,616	17,535	49.13%	17,822
002110-265	WSIB	4,776	4,737	5,259	5,115	2,684	5,224	51.38%	5,232
002265-265	GROUP INSURANCE	12,043	12,013	11,933	12,309	5,853	12,285	47.64%	10,634
002112-265	EHT	3,175	3,207	3,321	3,277	1,662	3,183	52.22%	3,239
002113-265	VACATION PAY	353	-	282	-	227	-	0.00%	-
<b>OTHER EMPLOYEE RELATED</b>									
<b>Other Employee Related</b>		<b>1,155</b>	<b>1,000</b>	<b>1,121</b>	<b>1,000</b>	<b>258</b>	<b>1,000</b>	<b>25.77%</b>	<b>1,200</b>
002122-265	STAFF MILEAGE	540	700	684	700	68	700	9.78%	700
002123-265	STAFF EXPENSES	615	300	436	300	189	300	63.07%	500
<b>PROFESSIONAL FEES</b>									
<b>Professional Fees</b>		<b>79,558</b>	<b>93,500</b>	<b>81,058</b>	<b>94,500</b>	<b>4,670</b>	<b>94,500</b>	<b>4.94%</b>	<b>92,500</b>
002165-265	CONSULTING SERVICES	5,984	-	1,526	9,000	-	9,000	0.00%	7,000
002151-205	LEGAL FEES							0.00%	
002216-265	LAB ANALYSIS	73,574	93,500	79,532	85,500	4,670	85,500	5.46%	85,500
<b>MATERIALS AND SUPPLIES</b>									
<b>Materials and Supplies</b>		<b>5,302</b>	<b>5,000</b>	<b>3,920</b>	<b>5,000</b>	<b>3,441</b>	<b>5,000</b>	<b>68.82%</b>	<b>6,000</b>
002133-265	MATERIALS & SUPPLIES	5,302	5,000	3,920	5,000	3,441	5,000	68.82%	6,000
<b>VEHICLES AND EQUIPMENT</b>									
<b>Vehicles &amp; Equipment</b>		<b>-</b>	<b>2,500</b>	<b>-</b>	<b>2,500</b>	<b>-</b>	<b>2,500</b>	<b>0.00%</b>	<b>2,500</b>
002125-265	EQUIPMENT PURCHASE							#DIV/0!	
002126-265	EQUIPMENT RENTAL		2,500		2,500		2,500	0.00%	2,500



# WATER QUALITY MONITORING (#265)

## BUDGET WORKSHEET - 2020

### CONTRACTOR SERVICES

#### Contractor Services

002164-265 CONTRACTOR SERVICES

2017	
Annual	
Actual	Budget

2018	
Annual	
Actual	Budget

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

2020
Budget Draft 1

3,202	25,000
3,202	25,000

8,622	25,000
8,622	25,000

3,723	25,000	14.89%
3,723	25,000	14.89%

25,000
25,000

### TOTAL EXPENSES

301,974	336,567
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310,532	342,027
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121,919	344,273	165.20%
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347,192
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### REVENUES

#### MUNICIPAL FUNDING

##### Municipal Funding

001007-264 MUNICIPAL LEVY-GENERAL

001065-264 LEVY-SPECIAL-NIAGARA

001066-360 LEVY-SPECIAL-HAMILTON

321,368	321,367
151,688	151,687
169,680	169,680

148,527	148,527
148,527	148,527

41,443	165,773	25.00%
41,443	165,773	25.00%
		#DIV/0!
		#DIV/0!

168,692
168,692

#### PROVINCIAL FUNDING

##### Provincial Funding

001001-360 MNR TRANSFER PAYMENTS

001003-264 PROVINCIAL GRANTS-OTHER

-	-
-	-

947	-
947	

-	-	#DIV/0!
		#DIV/0!
		#DIV/0!

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#### PERMITS AND REGULATORY FEES

##### Permits and Regulatory Fees

001017-360 ADMINISTRATION FEES

-	-

-	-

-	-	#DIV/0!
		#DIV/0!

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-

#### OTHER REVENUE

##### Revenue

001020-264 MISCELLANEOUS

15,494	15,200
15,494	15,200

175,706	193,500
175,706	193,500

54,500	178,500	30.53%
54,500	178,500	30.53%

178,500
178,500

### TOTAL REVENUES

336,862	336,567
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325,180	342,027
---------	---------

95,943	344,273	27.87%
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347,192
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**FLOOD FORECASTING & WARNING (#301)**  
**BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>SALARIES &amp; BENEFITS</b>									
Salaries & Benefits		89,741	89,914	92,008	91,824	46,016	92,802	49.59%	102,557
002101-301	WAGES - SALARIED	69,865	69,665	71,431	71,232	35,226	71,947	48.96%	73,204
002104-301	WAGES - CASUAL	-	-	-	-	-	-	0.00%	8,934
002107-301	CPP	2,575	2,545	2,610	2,565	1,715	2,600	65.96%	2,790
002108-301	EI	996	1,337	1,206	1,170	802	1,220	65.73%	1,225
002109-301	OMERS	7,131	7,096	7,323	7,300	3,614	7,335	49.27%	7,473
002110-301	WSIB	1,990	2,006	2,219	2,173	1,114	2,302	48.38%	2,306
002301-301	GROUP INSURANCE	5,862	5,907	5,822	5,995	2,856	5,995	47.65%	5,197
002112-301	EHT	1,321	1,358	1,398	1,389	689	1,403	49.14%	1,427
002113-301	VACATION PAY							0.00%	-
<b>OTHER EMPLOYEE RELATED</b>									
Other Employee Related		899	1,750	1,324	1,250	445	1,250	35.57%	1,250
002122-301	STAFF MILEAGE	170	1,000	274	500	134	500	26.84%	500
002123-301	STAFF EXPENSES	728	750	1,050	750	310	750	41.39%	750
<b>MATERIALS AND SUPPLIES</b>									
Materials and Supplies		3,151	7,000	1,823	7,000	1,783	7,000	25.47%	7,000
002133-301	MATERIALS & SUPPLIES	3,151	7,000	1,823	7,000	1,783	7,000	25.47%	7,000
<b>CONTRACTOR SERVICES</b>									
Contractor Services		4,509	4,500	3,393	5,000	-	5,000	0.00%	5,000
002164-301	CONTRACTOR SERVICES	4,509	4,500	3,393	5,000		5,000	0.00%	5,000

**FLOOD FORECASTING & WARNING (#301)**  
**BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>EXPENSES</b>									
<b>Cost and expenses</b>		11,652	20,000	7,288	20,000	11,916	21,500	55.42%	26,000
002166-301	INFORMATION SYSTEMS	1,122	5,000	-	4,000	2,064	4,000	51.59%	4,000
002181-301	PAGER & TELEPHONE	2,207	3,000	1,179	2,000	498	2,000	24.91%	2,000
002182-301	WELLAND RIVER SYPHON GAUGE	2,444	-	1,313	2,000	603	-	0.00%	
002184-301	WELLAND RIVER/CAISTORS CORS.	-	-	-	-	-	-	0.00%	
002185-301	GAUGE STATION MAINTENANCE	3,011	12,000	1,813	10,000	8,021	15,500	51.75%	20,000
002186-301	WELLAND RIVER BELOW BINBROOK	-	-	-	-	-	-	0.00%	
002187-301	CANBOROUGH GAUGE	1,255	-	-	1,000	-	-	0.00%	
002188-301	BLACK CREEK	652	-	682	500	270	-	0.00%	
002189-301	WALKER CREEK	962	-	2,301	500	460	-	0.00%	
<b>TOTAL EXPENSES</b>		<b>109,951</b>	<b>123,164</b>	<b>105,836</b>	<b>125,074</b>	<b>60,159</b>	<b>127,552</b>	<b>47.16%</b>	<b>141,807</b>
<b>REVENUES</b>									
<b>MUNICIPAL FUNDING</b>									
<b>Municipal Funding</b>		123,164	123,164	65,075	65,074	16,888	67,552	25.00%	110,807
001007-300	MUNICIPAL LEVY-GENERAL	123,164	123,164	48,459	48,459	12,734	50,937	25.00%	94,192
001065-300	LEVY-SPECIAL-NIAGARA							#DIV/0!	
001066-300	LEVY-SPECIAL-HAMILTON			16,616	16,615	4,154	16,615	25.00%	16,615
<b>PROVINCIAL FUNDING</b>									
<b>Provincial Funding</b>		-	-	60,000	60,000	-	60,000	0.00%	31,000
001001-360	MNR TRANSFER PAYMENTS	-	-	60,000	60,000	-	60,000	0.00%	31,000
001003-360	PROVINCIAL GRANTS-OTHER							#DIV/0!	

**FLOOD FORECASTING & WARNING (#301)**  
**BUDGET WORKSHEET - 2020**

	2017		2018		2019			2020
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
	Actual	Budget	Actual	Budget				
<b>PERMITS AND REGULATORY FEES</b>								
<b>Permits and Regulatory Fees</b>	-	-	-	-	-	-	#DIV/0!	-
001017-360    ADMINISTRATION FEES							#DIV/0!	-
<b>OTHER REVENUE</b>								
<b>Revenue</b>	-	-	-	-	-	-	#DIV/0!	-
001020-360    MISCELLANEOUS	-	-					#DIV/0!	
<b>TOTAL REVENUES</b>	123,164	123,164	125,075	125,074	16,888	127,552	13.24%	141,807

# WATER RESOURCES ENGINEERING (#321)

## BUDGET WORKSHEET - 2020

### SALARIES & BENEFITS

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Salaries &amp; Benefits</b>		-	113,650	-	-	-	-	0.00%	-
002101-321	WAGES - SALARIED	-	89,279					0.00%	
002104-321	WAGES - CASUAL	-	-	-	-	-	-	0.00%	-
002107-321	CPP		2,545					0.00%	
002108-321	EI		1,337					0.00%	
002109-321	OMERS		9,952					0.00%	
002110-321	WSIB		2,571					0.00%	
002321-321	GROUP INSURANCE		6,225					0.00%	
002112-321	EHT		1,741					0.00%	
002113-321	VACATION PAY							0.00%	-

### OTHER EMPLOYEE RELATED

<b>Other Employee Related</b>		792	1,500	-	1,500	-	1,500	0.00%	1,250
002122-321	STAFF MILEAGE	288	1,000		1,000		1,000	0.00%	750
002123-321	STAFF EXPENSES	504	500		500		500	0.00%	500

### PROFESSIONAL FEES

<b>Professional Fees</b>		89,023	-	24,764	-	-	-	0.00%	-
002165-321	CONSULTING SERVICES	89,023		24,764				0.00%	-
002151-321	LEGAL FEES							0.00%	
002216-321	LAB ANALYSIS							0.00%	

### MATERIALS AND SUPPLIES

<b>Materials and Supplies</b>		6,695	8,200	2,685	8,200	51	8,200	0.62%	8,200
002133-321	MATERIALS & SUPPLIES	6,695	8,200	2,685	8,200	51	8,200	0.62%	8,200

### VEHICLES AND EQUIPMENT

<b>Vehicles &amp; Equipment</b>		-	-	-	-	-	-	0.00%	-
002125-321	EQUIPMENT PURCHASE							0.00%	
002126-321	EQUIPMENT RENTAL							0.00%	



# WATER RESOURCES ENGINEERING (#321)

## BUDGET WORKSHEET - 2020

### CONTRACTOR SERVICES

Contractor Services  
002164-321 CONTRACTOR SERVICES

2017	
Annual	
Actual	Budget

16,788	7,000
16,788	7,000

2018	
Annual	
Actual	Budget

10,640	7,000
10,640	7,000

2019		
YTD Actual 30-Jun-19	Annual Budget	% of Budget Used

3,030	9,000	33.66%
3,030	9,000	33.66%

2020
Budget Draft 1

9,000
9,000

### TOTAL EXPENSES

113,298	130,350
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38,089	16,700
--------	--------

3,080	18,700	34.28%
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18,450
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### REVENUES

#### MUNICIPAL FUNDING

Municipal Funding  
001007-320 MUNICIPAL LEVY-GENERAL  
001065-360 LEVY-SPECIAL-NIAGARA  
001066-320 LEVY-SPECIAL-HAMILTON

66,648	66,650
46,752	46,753
19,896	19,897

6,700	6,700
6,700	6,700

2,175	8,700	25.00%
500	2,000	25.00%
		#DIV/0!
1,675	6,700	25.00%

13,250
6,550
6,700

#### PROVINCIAL FUNDING

Provincial Funding  
001001-320 MNR TRANSFER PAYMENTS  
001003-320 PROVINCIAL GRANTS-OTHER

107,638	63,700
63,700	63,700
43,938	-

21,847	10,000
10,000	10,000
11,847	

-	10,000	0.00%
	10,000	0.00%
		#DIV/0!

5,200
5,200

#### PERMITS AND REGULATORY FEES

Permits and Regulatory Fees  
001017-360 ADMINISTRATION FEES

-	-

-	-

-	-	#DIV/0!
		#DIV/0!

-
-

#### OTHER REVENUE

Revenue  
001020-320 MISCELLANEOUS

10,726	-
10,726	-

-	-

-	-	#DIV/0!
		#DIV/0!

-

### TOTAL REVENUES

185,012	130,350
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28,547	16,700
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2,175	18,700	11.63%
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18,450
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**WATERSHED MANAGEMENT (Dept #325)**  
**BUDGET WORKSHEET - 2020**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>SALARIES &amp; BENEFITS</b>									
Salaries & Benefits		536,565	397,308	381,302	418,026	233,184	423,756	55.03%	456,881
002101-325	WAGES - SALARIED	457,202	319,898	307,130	334,344	183,472	336,483	54.53%	365,929
002104-325	WAGES - CASUAL	-	-	-	-	-	-	0.00%	-
002107-325	CPP	7,524	7,635	9,399	7,695	7,748	7,800	0.00%	8,370
002108-325	EI	2,909	4,011	4,424	3,510	3,384	3,660	92.46%	3,675
002109-325	OMERS	38,053	37,476	29,706	39,525	19,619	39,625	49.51%	43,782
002110-325	WSIB	9,427	9,213	8,033	10,197	5,795	10,767	53.82%	11,527
002111-325	GROUP INSURANCE	15,254	12,837	17,647	16,235	9,578	18,860	50.78%	16,462
002112-325	EHT	6,197	6,238	4,962	6,520	3,588	6,561	54.68%	7,136
002113-351	VACATION PAY							0.00%	
<b>OTHER EMPLOYEE RELATED</b>									
Other Employee Related		6,635	10,900	7,916	10,500	1,083	13,000	8.33%	11,300
002122-325	STAFF MILEAGE	2,319	3,900	439	3,500	158	5,200	3.03%	3,500
002123-365	STAFF EXPENSES	4,316	7,000	7,477	7,000	925	7,800	11.86%	7,800
<b>PROFESSIONAL FEES</b>									
Professional Fees		53,272	21,653	31,889	12,500	581	52,500	1.11%	67,000
002165-325	CONSULTING SERVICES	43,098	-	-	2,500	-	2,500	0.00%	22,000
002151-325	LEGAL FEES	10,174	21,653	31,889	10,000	581	50,000	1.16%	45,000
002216-325	LAB ANALYSIS								-
<b>MATERIALS AND SUPPLIES</b>									
Materials and Supplies		1,295	5,000	755	2,500	-	3,000	0.00%	2,500
002133-325	MATERIALS & SUPPLIES	1,295	5,000	755	2,500	-	3,000	0.00%	2,500
<b>VEHICLES AND EQUIPMENT</b>									
Vehicles & Equipment		-	-	-	-	-	-	0.00%	-
002125-325	EQUIPMENT PURCHASE							0.00%	
002126-325	EQUIPMENT RENTAL							0.00%	
<b>CONTRACTOR SERVICES</b>									

**WATERSHED MANAGEMENT (Dept #325)**  
**BUDGET WORKSHEET - 2020**

	2017		2018		2019			2020
	Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
	Actual	Budget	Actual	Budget				
<b>Contractor Services</b>	-	-	-	-	-	-	0.00%	-
002164-325 CONTRACTOR SERVICES							0.00%	
<b>TOTAL EXPENSES</b>	<b>597,767</b>	<b>434,861</b>	<b>421,862</b>	<b>443,526</b>	<b>234,848</b>	<b>492,256</b>	<b>47.71%</b>	<b>537,681</b>
<b>REVENUES</b>								
<b>MUNICIPAL FUNDING</b>								
<b>Municipal Funding</b>	<b>434,863</b>	<b>434,861</b>	<b>398,526</b>	<b>398,526</b>	<b>111,814</b>	<b>447,256</b>	<b>25.00%</b>	<b>468,546</b>
001007-324 MUNICIPAL LEVY-GENERAL	383,800	383,799	398,526	398,526	111,814	447,256	25.00%	468,546
001065-324 LEVY-SPECIAL-NIAGARA	51,063	51,062					#DIV/0!	
001066-324 LEVY-SPECIAL-HAMILTON							#DIV/0!	
<b>PROVINCIAL FUNDING</b>								
<b>Provincial Funding</b>	-	-	<b>45,000</b>	<b>45,000</b>	-	<b>45,000</b>	<b>0.00%</b>	<b>69,135</b>
001001-324 MNR TRANSFER PAYMENTS	-	-	45,000	45,000	-	45,000	0.00%	23,100
001003-324 PROVINCIAL GRANTS-OTHER							#DIV/0!	46,035
<b>PERMITS AND REGULATORY FEES</b>								
<b>Permits and Regulatory Fees</b>	-	-	-	-	-	-	#DIV/0!	-
001017-324 ADMINISTRATION FEES							#DIV/0!	-
<b>OTHER REVENUE</b>								
<b>Revenue</b>	-	-	<b>114</b>	-	-	-	#DIV/0!	-
001020-324 MISCELLANEOUS	-	-	114				#DIV/0!	
<b>TOTAL REVENUES</b>	<b>434,863</b>	<b>434,861</b>	<b>443,640</b>	<b>443,526</b>	<b>111,814</b>	<b>492,256</b>	<b>22.71%</b>	<b>537,681</b>

**DEVELOPMENT PLAN INPUT & REVIEW (Dept #361)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Salaries &amp; Benefits</b>		<b>357,848</b>	<b>356,333</b>	<b>187,111</b>	<b>272,578</b>	<b>93,291</b>	<b>403,854</b>	<b>23.10%</b>	<b>363,210</b>
002101-361	WAGES - SALARIED	287,791	278,661	143,387	213,696	71,424	314,911	22.68%	285,498
002104-361	WAGES - CASUAL	-	-	-	-	-	-	0.00%	-
002107-361	CPP	10,624	10,180	6,010	7,695	3,479	10,400	33.45%	11,160
002108-361	EI	4,246	5,348	2,864	3,510	1,626	4,880	33.31%	4,900
002109-361	OMERS	22,191	28,384	14,707	21,900	7,369	33,465	22.02%	28,825
002110-361	WSIB	7,474	8,025	4,454	6,518	2,258	10,077	22.41%	8,993
002111-361	GROUP INSURANCE	20,553	20,301	12,883	15,092	5,736	23,980	23.92%	18,267
002112-361	EHT	4,968	5,434	2,806	4,167	1,398	6,141	22.76%	5,567
002113-361	VACATION PAY	-	-	-	-	-	-	0.00%	-

**OTHER EMPLOYEE RELATED**

<b>Other Employee Related</b>		<b>5,811</b>	<b>6,500</b>	<b>4,837</b>	<b>6,800</b>	<b>1,494</b>	<b>6,800</b>	<b>21.97%</b>	<b>7,200</b>
002122-361	STAFF MILEAGE	5,547	5,300	3,608	5,600	924	5,600	16.51%	6,000
002123-361	STAFF EXPENSES	265	1,200	1,229	1,200	570	1,200	47.47%	1,200

**PROFESSIONAL FEES**

<b>Professional Fees</b>		<b>645</b>	<b>10,000</b>	<b>2,442</b>	<b>10,000</b>	<b>3,386</b>	<b>5,000</b>	<b>67.72%</b>	<b>-</b>
002165-361	CONSULTING SERVICES			2,442	-	-	5,000	0.00%	-
002151-361	LEGAL FEES	645	10,000		10,000	3,386			-
002216-361	LAB ANALYSIS							0.00%	-

**MATERIALS AND SUPPLIES**

<b>Materials and Supplies</b>		<b>-</b>	<b>500</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>500</b>	<b>0.00%</b>	<b>500</b>
002133-361	MATERIALS & SUPPLIES	-	500		500	-	500	0.00%	500

**VEHICLES AND EQUIPMENT**

<b>Vehicles &amp; Equipment</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>	<b>-</b>
002125-361	EQUIPMENT PURCHASE							#DIV/0!	
002126-361	EQUIPMENT RENTAL							#DIV/0!	



**DEVELOPMENT PLAN INPUT & REVIEW (Dept #361)**  
**BUDGET WORKSHEET - 2020**

**CONTRACTOR SERVICES**

Contractor Services  
002164-361 CONTRACTOR SERVICES

**TOTAL EXPENSES**

**REVENUES**

**MUNICIPAL FUNDING**

Municipal Funding  
001007-360 MUNICIPAL LEVY-GENERAL  
001065-360 LEVY-SPECIAL-NIAGARA  
001066-360 LEVY-SPECIAL-HAMILTON

**PROVINCIAL FUNDING**

Provincial Funding  
001001-360 MNR TRANSFER PAYMENTS  
001003-360 PROVINCIAL GRANTS-OTHER

**PERMITS AND REGULATORY FEES**

Permits and Regulatory Fees  
001017-360 ADMINISTRATION FEES

**OTHER REVENUE**

Revenue  
001020-360 MISCELLANEOUS

**TOTAL REVENUES**

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
-	-	-	-	-	-	#DIV/0!	-
						#DIV/0!	
364,304	373,333	194,390	289,878	98,171	416,154	23.59%	370,910
155,108		67,278		54,776			163,302
104,608	104,608	67,278	67,278	54,776	219,104	25.00%	163,302
50,500	50,500			-	-	#DIV/0!	
				-	-	#DIV/0!	
-		-		-			15,500
-	-				30,000	0.00%	15,500
					30,000	0.00%	
						#DIV/0!	
318,307		180,403		99,697			192,108
318,307	218,225	180,403	222,600	99,697	167,050	59.68%	192,108
				187 893	20 843		
					12%		
-	-	-	-	-	-	#DIV/0!	-
-	-					#DIV/0!	
473,415	373,333	247,681	289,878	154,473	416,154	37.12%	370,910

**CONSTRUCTION PERMIT REVIEWS & COMPLIANCE (#371)**  
**BUDGET WORKSHEET - 2020**

**SALARIES & BENEFITS**

		2017		2018		2019			2020
		Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
		Actual	Budget	Actual	Budget				
<b>Salaries &amp; Benefits</b>		<b>157,443</b>	<b>200,345</b>	<b>139,928</b>	<b>201,724</b>	<b>114,005</b>	<b>298,162</b>	<b>38.24%</b>	<b>553,072</b>
002101-371	WAGES - SALARIED	124,788	158,944	110,135	159,997	86,792	233,544	37.16%	431,970
002104-371	WAGES - CASUAL	-	-	-	-	-	-	0.00%	-
002107-371	CPP	4,256	5,090	3,443	5,130	4,214	7,800	54.02%	16,740
002108-371	EI	1,705	2,674	1,613	2,340	1,974	3,660	53.94%	7,350
002109-371	OMERS	13,013	17,048	11,956	17,170	9,275	26,065	35.59%	43,781
002110-371	WSIB	3,231	4,578	3,417	4,880	2,743	7,473	36.70%	13,607
002111-371	GROUP INSURANCE	8,092	8,912	7,210	9,087	7,309	15,066	48.52%	31,200
002112-371	EHT	2,359	3,099	2,154	3,120	1,697	4,554	37.27%	8,423
002113-371	VACATION PAY	-	-	-	-	-	-	0.00%	-

**OTHER EMPLOYEE RELATED**

<b>Other Employee Related</b>		<b>1,685</b>	<b>2,150</b>	<b>1,959</b>	<b>2,150</b>	<b>980</b>	<b>2,150</b>	<b>45.56%</b>	<b>4,000</b>
002122-371	STAFF MILEAGE	1,625	1,650	1,625	1,650	811	1,650	49.16%	2,500
002123-371	STAFF EXPENSES	60	500	334	500	169	500	33.71%	1,500

**PROFESSIONAL FEES**

<b>Professional Fees</b>		<b>27,810</b>	<b>16,000</b>	<b>18,384</b>	<b>32,000</b>	<b>2,481</b>	<b>6,000</b>	<b>41.35%</b>	<b>-</b>
002165-371	CONSULTING SERVICES	5,063	1,000	14,954	6,000	1,336	6,000	22.27%	
002151-371	LEGAL FEES	22,747	15,000	3,430	26,000	1,145	-	0.00%	
002216-371	LAB ANALYSIS							0.00%	

**MATERIALS AND SUPPLIES**

<b>Materials and Supplies</b>		<b>-</b>	<b>-</b>	<b>86</b>	<b>500</b>	<b>183</b>	<b>500</b>	<b>36.60%</b>	<b>1,500</b>
002133-371	MATERIALS & SUPPLIES			86	500	183	500	36.60%	1,500

**VEHICLES AND EQUIPMENT**

<b>Vehicles &amp; Equipment</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>
002125-371	EQUIPMENT PURCHASE							0.00%	
002126-371	EQUIPMENT RENTAL							0.00%	



# CONSTRUCTION PERMIT REVIEWS & COMPLIANCE (#371)

## BUDGET WORKSHEET - 2020

### CONTRACTOR SERVICES

Contractor Services  
002164-371 CONTRACTOR SERVICES

### TOTAL EXPENSES

### REVENUES

### MUNICIPAL FUNDING

Municipal Funding  
001007-370 MUNICIPAL LEVY-GENERAL  
001065-370 LEVY-SPECIAL-NIAGARA  
001066-370 LEVY-SPECIAL-HAMILTON

### PROVINCIAL FUNDING

Provincial Funding  
001001-370 MNR TRANSFER PAYMENTS  
001003-370 PROVINCIAL GRANTS-OTHER

### PERMITS AND REGULATORY FEES

Permits and Regulatory Fees  
001017-370 ADMINISTRATION FEES

### OTHER REVENUE

Revenue  
001020-360 MISCELLANEOUS

### TOTAL REVENUES

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
-	-	-	-	-	-	0.00%	-
						0.00%	
186,939	218,495	160,357	236,374	117,649	306,812	38.35%	558,572
76,396		91,474		39,753			363,572
46,396	46,395	91,474	91,474	39,753	159,012	25.00%	363,572
30,000	30,000			-	-	#DIV/0!	
				-	-	#DIV/0!	
-		-		-			-
						#DIV/0!	
						#DIV/0!	
214,871		237,287		113,247			195,000
214,871	142,100	237,287	144,900	113,247	147,800	76.62%	195,000
	72 771		92 387	205 403	57 603		
	51%		64%		39%		
-		-		-			-
						#DIV/0!	
						#DIV/0!	
291,267	218,495	328,761	236,374	153,000	306,812	49.87%	558,572

# FOREST BY-LAW (#387)

## BUDGET WORKSHEET - 2020

### SALARIES & BENEFITS

Salaries & Benefits		100,451	100,583	-	-	51,765	-	0.00%	104,551
002101-387	WAGES - SALARIED	78,699	78,479	-	-	39,681	-	0.00%	82,466
002104-387	WAGES - CASUAL	-	-	-	-	-	-	0.00%	-
002107-387	CPP	2,577	2,545	-	-	1,943	-	0.00%	2,790
002108-387	EI	997	1,337	-	-	903	-	0.00%	1,225
002109-387	OMERS	8,425	8,375	-	-	4,267	-	0.00%	8,826
002110-387	WSIB	2,234	2,260	-	-	1,254	-	0.00%	2,598
002111-387	GROUP INSURANCE	6,032	6,057	-	-	2,939	-	0.00%	5,039
002112-387	EHT	1,488	1,530	-	-	777	-	0.00%	1,608
002113-387	VACATION PAY	-	-	-	-	-	-	0.00%	-

### OTHER EMPLOYEE RELATED

Other Employee Related		905	700	-	-	135	-	0.00%	1,050
2017	2018	2019	2020						
Actual	Budget								
002122-387	STAFF MILEAGE	280	350	-	-	68	-	0.00%	300
002123-387	STAFF EXPENSES	625	350	-	-	67	-	0.00%	750

### PROFESSIONAL FEES

Professional Fees		-	1,500	-	-	-	-	0.00%	-
2017	2018	2019	2020						
Actual	Budget								
002165-387	CONSULTING SERVICES		1,500	-	-			0.00%	
002151-387	LEGAL FEES							0.00%	
002216-387	LAB ANALYSIS							0.00%	

### MATERIALS AND SUPPLIES

Materials and Supplies		1,249	2,500	-	-	1,469	-	0.00%	1,500
2017	2018	2019	2020						
Actual	Budget								
002133-387	MATERIALS & SUPPLIES	1,249	2,500	-	-	1,469	-	0.00%	1,500

### VEHICLES AND EQUIPMENT

Vehicles & Equipment		-	-	-	-	-	-	0.00%	-
2017	2018	2019	2020						
Actual	Budget								
002125-387	EQUIPMENT PURCHASE							0.00%	
002126-387	EQUIPMENT RENTAL							0.00%	

**FOREST BY-LAW (#387)**  
**BUDGET WORKSHEET - 2020**

**CONTRACTOR SERVICES**

**Contractor Services**  
002164-387 CONTRACTOR SERVICES

**TOTAL EXPENSES**

**REVENUES**

**MUNICIPAL FUNDING**

**Municipal Funding**  
001007-360 MUNICIPAL LEVY-GENERAL  
001065-386 LEVY-SPECIAL-NIAGARA  
001066-360 LEVY-SPECIAL-HAMILTON

**PROVINCIAL FUNDING**

**Provincial Funding**  
001001-360 MNR TRANSFER PAYMENTS  
001003-360 PROVINCIAL GRANTS-OTHER

**PERMITS AND REGULATORY FEES**

**Permits and Regulatory Fees**  
001017-360 ADMINISTRATION FEES

**OTHER REVENUE**

**Revenue**  
001020-386 MISCELLANEOUS

**TOTAL REVENUES**

2017		2018		2019			2020
Annual		Annual		YTD Actual 30-Jun-19	Annual Budget	% of Budget Used	Budget Draft 1
Actual	Budget	Actual	Budget				
-	-	-	-	-	-	0.00%	-
						0.00%	
102,605	105,283	-	-	53,369	-	#DIV/0!	107,101
105,284	105,583	-	-	-	-	#DIV/0!	-
105,284	105,583					#DIV/0!	
						#DIV/0!	
-	-	-	-	-	-	#DIV/0!	-
-	-					#DIV/0!	
						#DIV/0!	
-	-	-	-	-	-	#DIV/0!	-
						#DIV/0!	
-	-	-	-	-	-	#DIV/0!	-
						#DIV/0!	
-	-	-	-	26,716	-	#DIV/0!	107,101
-	-			26,716		#DIV/0!	107,101
105,284	105,583	-	-	26,716	-	#DIV/0!	107,101

## 2020 DRAFT OPERATING BUDGET



Presentation to:  
NPCA Board of Directors  
18-SEP-2019

#### 2020 Operating Budget Guidelines:

- Base budget increase – 2%
- Growth factor – 1.65%

2019 municipal levy	\$ 5,878,105
2% base budget increase	117,562
1.65% growth provision	96,989
2020 municipal levy	\$ 6,092,656


- The impact of Bill 108 has not been factored in; status quo budget structure for 2020
- New for 2020 – 3 years of comparable data and monthly projections
- Includes impact of 2019 organizational realignment

Operating budget guidelines provided by funding municipalities  
 Given uncertainties with Bill 108 and the pending regulations,  
 followed 2019 budget structure  
 Caution recommended when interpreting historical data –  
 changes in org structure may skew results





Distribution of 2020 operating budget – Land Operations is the largest, followed by Corporate Services, Watershed, and CAO, Board and Admin



2020 Consolidated Operating Budget – Revenues:


Revenues / Sources of Funds	2019 Budget	2020 Budget	% of Total
<b>Municipal Funding</b>			
Regular levy	5,878,105	6,092,656	64.81%
Special levy - Niagara	27,981	5,030	0.05%
Special levy - Hamilton	23,315	23,315	0.25%
<b>Provincial Funding</b>			
MNR transfer payments	174,496	90,000	0.96%
Provincial Grants - MOE	99,500	99,500	1.06%
Provincial Grants - Other	203,000	159,685	1.70%
Federal Grants	100,000	100,000	1.06%
Interest Income	60,000	90,000	0.96%
Park Operations	1,892,600	2,016,850	21.45%
Permits and Regulatory Fees	314,850	387,108	4.12%
Miscellaneous	235,200	337,101	3.59%
<b>TOTAL REVENUES / SOURCES OF FUNDS</b>	<b>9,009,047</b>	<b>9,401,245</b>	<b>100.00%</b>

Revenues are generated by a variety of sources:

- Municipal regular and special levies (largest share at 65% of total)
- Provincial funding – TPA's and Other Grants
- Federal Grants – Restoration primarily
- Interest income – bank accounts and investments
- Park Operations – revenue generating activities in Land Operations
- Permits and regulatory fees (Watershed)
- Miscellaneous consists of:
  - Land Operations – legal agreement with school board
  - Provision for gain on sale of surplus assets
  - Water quality monitoring (Niagara Region)
  - Fee for service - Forest by-law (Niagara Region)

Organizational revenues are projected to increase by \$392,198, or 4.35%:

- Municipal levy (2% + 1.65% = 3.65%) - \$215K
- Forest by-law (not budgeted in 2019) - \$107K
- Residual is in Park Operations, offset by reductions in Provincial funding



2020 Consolidated Operating Budget – Expenses:

Expenses / Uses of Funds	2019 Budget	2020 Budget	% of Total
Salaries and Benefits	5,728,469	6,141,278	65.32%
Other Employee Related Expenses	321,280	235,892	2.51%
Board and Volunteer	89,900	71,200	0.76%
Professional Fees	774,190	661,500	7.04%
Contractor Services	298,500	194,000	2.06%
Vehicles and Equipment	195,200	246,020	2.62%
Materials and Supplies	110,872	196,622	2.09%
Marketing and Promotion	190,500	253,000	2.69%
Occupancy Costs	540,000	548,803	5.84%
Debt Servicing	27,980	5,030	0.05%
Park Maintenance	395,500	468,000	4.98%
Other Operating Expenses	336,656	379,900	4.04%
<b>TOTAL EXPENSES / USES OF FUNDS</b>	<b>9,009,047</b>	<b>9,401,245</b>	<b>100.00%</b>

Increase in expenses an exact offset to increase in revenues – zero based budgeting.

Variance analytics will be addressed within each division summary.

#### Salaries and benefits (65% of total expenses)

- Salaried, casual, students
- Includes all employer costs and statutory deductions (i.e. WSIB, OMERS, etc.)

#### Other Employee Related

- Staff mileage, expenses, training, recognition, meetings
- Health Spending Account, health & safety
- Recruitment, uniforms
- CAO expenses (event attendance, memberships, mileage, expenses)

#### Board and Volunteer

- Member per diem, honorarium, mileage, expenses

#### Professional Fees

- Legal, audit, consulting
- Services: strat planning, restoration, etc.
- Lab analysis

#### Contractor Services

- Restoration initiatives

#### Vehicles and Equipment

- Equipment purchase (non capital) and lease/rental
- Vehicle rentals
- Gas & oil
- Equipment and vehicle maintenance

#### Materials and Supplies

- Postage, stationery, printing, office supplies
- Program specific, direct supplies (trees, ecological material, etc.)

#### Marketing and Promotion

- Marketing, printing, advertising, signs, community outreach
- Licence fees (software, etc.)

#### Occupancy Costs

- Office lease, utilities, voice/data services, property taxes, insurance, phone

#### Debt Servicing

- Final payment to the Region in settlement of long term debt

#### Park Maintenance

- Grounds, building, road, infrastructure (sewage, water) maintenance, including materials
- Retail – cost of goods sold
- Waste disposal, snow removal, tree removal

#### Other Operating Expenses

- Exhibits/displays, photography/video, publications, subscriptions
- Special projects,
- CO levy
- Committee expenses
- Event expenses (tent rental, beer/wine, catering, sound, displays, etc.)
- Programming expenses (educational)
- Gauge station maintenance

### CAO, Board and Admin

\$1,714,016 – 18.23% of total 2020 budget,  
and consists of the following departments:

CAO/BOARD & ADMIN	2020 Budget	%
CAO and Board	\$ 431,195	25.2%
Office Services	\$ 277,251	16.2%
Human Resources	\$ 402,138	23.5%
Communications	\$ 603,432	35.2%
<b>TOTAL</b>	<b>\$ 1,714,016</b>	<b>100.0%</b>



### CAO/Board & Admin – 2020 Operating Budget

- 10 FTE

#### Challenges:

- Strategic Plan Climate Change and Compensation Management
- Uncertainty regarding Bill 108 implementation
- Unknown impact of legal and Code of Conduct implications

### CAO/Board & Admin – 2020 Operating Budget

Revenues / Sources of Funds	CAO, Board and Admin	
	2019 Budget	2020 Budget
<b>Municipal Funding</b>		
Regular levy	1,744,416	1,698,816
<b>Provincial Funding</b>		
MNR transfer payments	29,496	15,200
Provincial Grants - MOE		
Provincial Grants - Other	43,000	
<b>TOTAL REVENUES / SOURCES OF FUNDS</b>	<b>1,816,912</b>	<b>1,714,016</b>
<b>Expenses / Uses of Funds</b>		
Salaries and Benefits	1,155,412	1,005,274
Other Employee Related Expenses	192,850	183,722
Board and Volunteer	89,900	71,200
Professional Fees	198,000	200,000
Vehicles and Equipment	20,500	17,820
Materials and Supplies	53,250	35,500
Marketing and Promotion	113,000	143,000
Other Operating Expenses	33,000	57,500
<b>TOTAL EXPENSES / USES OF FUNDS</b>	<b>1,855,912</b>	<b>1,714,016</b>

#### Revenues

- Primarily funded by regular municipal levy
- Small portion of MNRF transfer payment – administrative oversight
- 2019 Prov Grant - \$43K – from source water protection funding – reallocated to Watershed in 2020

#### Expenses

- Salaries – different org structure in 2020
- Other Employee Related Expenses – reduction in CAO expenses
- Board/Volunteer – reduced per diem and Member expenses
- Professional fees – communications services
- Vehicles/Equip – eliminated postage meter
- Materials/supplies – reduced costs to bring them in line with historical trends
- Marketing and promo – increases in marketing costs, community outreach and signs
- Other operating expenses – miscellaneous (+\$12K), exhibit/displays (+\$1K), special projects (+\$15K)

### Corporate Services

\$2,554,750 – 27.17% of total 2020 budget,  
and breaks down as follows:

CORPORATE SERVICES	2020 Budget	%
Management	\$ 730,461	28.6%
Financial Services	\$ 421,944	16.5%
Sub Total - Management & Finance	\$ 1,152,405	45.1%
Information Management	\$ 494,429	19.4%
Niagara River R.A.P.	\$ 188,928	7.4%
Watershed Restoration	\$ 525,901	20.6%
G.I.S.	\$ 96,465	3.8%
Integrated Watershed Planning	\$ 96,623	3.8%
Sub Total - IM & IWP	\$ 1,402,345	54.9%
<b>TOTAL</b>	<b>\$ 2,554,750</b>	<b>100.0%</b>

Restoration and Integrated Watershed Planning – new in Corporate Services for 2020

### Corporate Services – 2020 Operating Budget

- 12 FTE, including 2 growth positions
- New in 2020 – Restoration and Integrated Watershed Planning
- Final year for debt servicing
- Budget pressure: Niagara River RAP funding

#### 2 growth positions:

- 1 Restoration Technician
- 1 Corporate Services/Finance

### Corporate Services – 2020 Operating Budget

Revenues / Sources of Funds	Corporate Services	
	2019 Budget	2020 Budget
Municipal Funding		
Regular levy	2,297,725	2,260,220
Special levy - Niagara	27,981	5,030
Provincial Funding		
Provincial Grants - MOE	99,500	99,500
Federal Grants	100,000	100,000
Interest Income	60,000	90,000
<b>TOTAL REVENUES / SOURCES OF FUNDS</b>	<b>2,585,206</b>	<b>2,554,750</b>
<b>Expenses / Uses of Funds</b>		
Salaries and Benefits	1,156,490	1,201,543
Other Employee Related Expenses	88,970	12,000
Professional Fees	297,690	290,000
Contractor Services	250,000	150,000
Vehicles and Equipment	*	7,000
Materials and Supplies	18,172	118,172
Marketing and Promotion	77,500	110,000
Occupancy Costs	540,000	548,803
Debt Servicing	27,980	5,030
Other Operating Expenses	128,404	112,200
<b>TOTAL EXPENSES / USES OF FUNDS</b>	<b>2,585,206</b>	<b>2,554,750</b>

#### Revenues

- Primarily funded by regular municipal levy – 88.47%
- Special levy from Niagara – final payment in settlement of Niagara long term debt
- Provincial Grants MOE – Niagara River R.A.P. (no guarantee for 2020) – potential budget exposure
- Federal Grants – Niagara River R.A.P. (no guarantee for 2020) – potential budget exposure
- Interest income – increased further to trend analytics

#### Expenses

- Salaries – different org structure in 2020
- Other Employee Related Expenses – elimination of employee allowances
- Professional fees – variance not material
- Vehicles/Equip – \$12K to support Restoration initiatives (new in 2020)
- Materials/supplies – variance of \$100K to support Restoration initiatives (new in 2020)
- Marketing and promo – variance due to Information Management licence fees – consolidation of all fees to IM
- Occupancy Costs – increases in office lease (contractual) and insurance premiums



- Debt servicing – final payment for Niagara Region debt
- Other operating expenses – small variances in 6 line items – cumulative variance - \$16.2K

### Land Operations

\$2,902,512 – 30.87% of total 2020 budget,  
and breaks down as follows:

LAND OPERATIONS - EXPENSES	2020 Budget	%
Strategic Initiative Management	\$ 396,439	13.7%
Ecology	\$ 117,397	4.0%
Thanksgiving Festival	\$ 127,100	4.4%
Ball's Falls	\$ 438,627	15.1%
Binbrook	\$ 357,678	12.3%
Chippawa Creek	\$ 331,848	11.4%
Long Beach	\$ 375,127	12.9%
Central Workshop	\$ 560,797	19.3%
Vehicles	\$ 131,000	4.5%
Equipment	\$ 66,500	2.3%
<b>TOTAL</b>	<b>\$ 2,902,513</b>	<b>100.0%</b>

### Land Operations – 2020 Operating Budget

- 1.6 FTE; provision for casual/students - \$520,000
- New in 2020 – Ecology as a separate department

#### Challenges:

- Increased compensation for seasonal staff (collective agreement)
- Weather dependency – revenue generating activities
- Definition of Conservation Lands and Conservation Maintenance under Bill 108

### Land Operations – Revenue Generation

LAND - REVENUE GENERATION	2020 Revenue	2020 Expenses	2020 Net
Thanksgiving Festival	\$ 245,000	\$ 127,100	\$ 117,900
Ball's Falls	\$ 522,000	\$ 438,627	\$ 83,373
Binbrook	\$ 413,350	\$ 357,678	\$ 55,672
Chippawa Creek	\$ 376,000	\$ 331,848	\$ 44,152
Long Beach	\$ 460,500	\$ 375,127	\$ 85,373
<b>TOTAL (net surplus 19.2%)</b>	<b>\$ 2,016,850</b>	<b>\$ 1,630,380</b>	<b>\$ 386,470</b>

LAND - REVENUE GENERATION	2019 Revenue	2019 Expenses	2019 Net
Thanksgiving Festival	\$ 244,300	\$ 124,100	\$ 120,200
Ball's Falls	\$ 501,000	\$ 410,627	\$ 90,373
Binbrook	\$ 362,500	\$ 354,062	\$ 8,438
Chippawa Creek	\$ 366,800	\$ 326,662	\$ 40,138
Long Beach	\$ 418,000	\$ 364,662	\$ 53,338
<b>TOTAL (net surplus 16.5%)</b>	<b>\$ 1,892,600</b>	<b>\$ 1,580,113</b>	<b>\$ 312,487</b>

Overall, revenue generation with Land Operations is exceeding expectations – gross revenue projections increased 6.22% to reflect current trends. Expenses have not risen at the same rate as revenues (3.18%), signaling a better utilization rate of fixed costs, in tandem with managed variable costs.

### Land Operations – 2020 Operating Budget

Revenues / Sources of Funds	Land Operations	
	2019 Budget	2020 Budget
Municipal Funding		
Regular levy	651,935	834,162
Provincial Funding		
Provincial Grants - Other	43,000	-
Park Operations	1,892,600	2,016,850
Miscellaneous	56,700	51,500
<b>TOTAL REVENUES / SOURCES OF FUNDS</b>	<b>2,644,235</b>	<b>2,902,512</b>
<b>Expenses / Uses of Funds</b>		
Salaries and Benefits	1,817,862	2,020,812
Other Employee Related Expenses	6,000	9,000
Vehicles and Equipment	172,200	218,700
Materials and Supplies	13,000	13,500
Park Maintenance	395,500	468,000
Other Operating Expenses	143,500	172,500
<b>TOTAL EXPENSES / USES OF FUNDS</b>	<b>2,543,062</b>	<b>2,902,512</b>

#### Revenues

- Primarily funded by revenue generating activities – almost 70%
- Miscellaneous – legal agreement with Niagara District Catholic School Board and provision for gain on sale of surplus assets
- 2019 Prov Grant - \$43K – from source water protection funding – reallocated to Watershed in 2020

#### Expenses

- Salaries – different org structure in 2020. Ecology personnel carried in Corporate Services Management in 2019, impairing comparability. Casual salaries/benefits missed for Central Workshop in 2019.
- OERE – variance not material. Marginal increases in several line items to reflect current trends
- Vehicles/Equip – variance +\$46,500 – increases to equipment maintenance (aging infrastructure) and vehicle rentals (new contract),
- Materials/supplies – variance not material
- Park Maintenance – variance +\$72,500, and breaks down as follows
  - Grounds maintenance +\$16K
  - Electrical maintenance +\$6.5K



- Tree removal +\$55K (historically budgeted in capital – does not meet criteria for capitalization)
- Other operating expenses – variance +\$29K
  - Special events +\$15K
  - Entertainment/sound system +\$6K
  - Fish stocking +\$7.5K – expenses to support new Ecology department (carried in Corp Serv in 2019)

### Watershed

\$2,229,967 – 23.72% of total 2020 budget,  
and breaks down as follows:

WATERSHED	2020 Budget	%
Source Water Protection	\$ 118,570	5.3%
Special Projects	\$ 29,684	1.3%
Water Quality Monitoring	\$ 347,192	15.6%
Flood Forecasting & Warning	\$ 141,807	6.4%
Water Resources Engineering	\$ 18,450	0.8%
Watershed Management	\$ 537,681	24.1%
Development Plan Input & Review	\$ 370,910	16.6%
Construction Permit & Compliance	\$ 558,572	25.0%
Forest By-Law	\$ 107,101	4.8%
<b>TOTAL</b>	<b>\$ 2,229,967</b>	<b>100.0%</b>

Restoration moved to Corporate Services in 2020

### **Watershed – 2020 Operating Budget**

- 18 FTE; 2 growth positions
- New in 2020 – Restoration to Corporate Services

#### Challenges:

- reduced Provincial Funding
- Uncertainty with Bill 108
- Provincial funding for Drinking Source Water Protection,
- Uncertainty re Municipal Governance Review
- Reduced timelines relative to permits and planning.

### Watershed – 2020 Operating Budget

Revenues / Sources of Funds	Watershed	
	2019 Budget	2020 Budget
Municipal Funding		
Regular levy	1,184,029	1,299,458
Special levy - Hamilton	23,315	23,315
Provincial Funding		
MNR transfer payments	145,000	74,800
Provincial Grants - Other	117,000	159,685
Permits and Regulatory Fees	314,850	387,108
Miscellaneous	178,500	285,601
<b>TOTAL REVENUES / SOURCES OF FUNDS</b>	<b>1,962,694</b>	<b>2,229,967</b>
<b>Expenses / Uses of Funds</b>		
Salaries and Benefits	1,603,705	1,913,647
Other Employee Related Expenses	33,460	31,170
Professional Fees	278,500	171,500
Contractor Services	48,500	44,000
Vehicles and Equipment	2,500	2,500
Materials and Supplies	26,450	29,450
Other Operating Expenses	31,752	37,700
<b>TOTAL EXPENSES / USES OF FUNDS</b>	<b>2,024,867</b>	<b>2,229,967</b>

#### Revenues

- Regular municipal levy ratio – 58.3%
- Special levy from Hamilton – Binbrook dam maintenance
- MNRF transfer payments – Natural Hazards – reduced to \$90 in 2020 (potential budget exposure) - \$15.2K to CAO/Board for management oversight
- Provincial Grants Other – Drinking Source Water Protection – no guarantee in 2020 – potential budget exposure
- Permits and regulatory fees – admin fees generated from Development Plan Input/Review and Construction Permit Review/Compliance – up \$72K over 2019 (23%)
- Miscellaneous - \$285.6K:
  - \$107.1K - Forest By-Law – Niagara Region (not budgeted in 2019 – rationale for variance)
  - \$178.5K - Water Quality Monitoring – Niagara Region

#### Expenses

- Salaries – variance +\$372K – different org structure in 2019 - 2 growth positions + Watershed Biology reclassified to salaries/benefits (2019 – outsourced)
- OERE – variance not material

- Professional fees – variance -\$102K – Watershed biology position reclassified to salaries/benefits (in house)
- Contractor Services – variance not material
- Vehicles/Equip – no variance
- Materials/supplies – variance not material
- Other operating expenses – variance +\$6K - small variance in Gauge Station Maintenance (\$4.5K) and Committee Expenses (\$1.5K)



## QUESTIONS?



**Report To: Board of Directors**

**Subject: 2019 Restoration Project Approvals for September**

**Report No: FA-104-19**

**Date: September 18, 2019**

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**Recommendation:**

1. **THAT** Report No. FA-104-19 RE: 2019 Restoration Project Approvals for August **BE RECEIVED.**
2. **THAT** the approved Restoration Program 2019 projects and associated grant estimates identified in Appendix 2 of Report No. FA-104-19 - 'Management Approved Restoration Projects List September 2019' **BE APPROVED.**

**Purpose:**

The purpose of this Report is to provide the Board of Directors with management's approval of Restoration Program applications, by providing a summary of projects recently selected by the standing staff Restoration Program Review Committee, as well as seek Board approval of funding for these projects.

**Background:**

At the June 2019 Full Authority meeting the board received for information, the 2019 Workplan for the Restoration Grant program, including Program Guidelines detailing project eligibility, funding rates and ceilings. Project Evaluation Criteria and standing staff Review Committee information was also circulated. Monthly Authority meetings were identified as the avenue with which to present management's approval of selected projects for final funding approval by the board.

At the July 2019 Full Authority meeting the board financially endorsed management's approval of eighteen (18) projects selected by the staff Review Committee (see Appendix 1.). All eighteen projects are in partnership with private landowners through the NPCA watershed and totaled \$198,824.05 in disbursements the 2019 restoration program.

## **Discussion:**

At the August 29th NPCA Restoration Program Review Committee, staff selected two (2) projects for board financial approval (see Appendix 2 for details). These projects will see 6.18 ha of forest planted, totaling 14,400 trees. Both projects are in partnership with private landowners, the Haldimand Stewardship Council, and Forests Ontario.

The Haldimand Stewardship Council (HSC) is a longstanding partner of the NPCA. HSC is a “not-for profit organization comprised of community volunteers committed to responsible resource stewardship and working together for a healthier environment”. HSC is a local delivery agent specific to Haldimand County for Forests Ontario’s 50 Million Tree Program. In 2020, the NPCA will be seeking a formal partnership with the HSC.

The Review Committee will meet again in October to review and select any additional projects to approve that have emerged. It will also continue its discussion on a strategy for prioritizing and targeting restoration activities for the 2020 grant season as per the Auditor General’s recommendation and best practices with respect to integrated watershed management and planning.

In keeping with the Guiding Principles of the Restoration Program, staff continue to reengage with several significant traditional partner organizations. These partnerships allow the NPCA and our partners to leverage funds and organizational capacities to reduce our financial contribution to these projects and increase the total number of projects completed. Staff continue working on negotiating Memorandums of Understanding with these and other significant partners as identified in the 2019 program workplan.

## **Financial Implications:**

The projects previously approved from 2019 restoration program budget to date total \$232,828.55.

Total NPCA projected contributions to the selected projects for consideration as part of this report is an additional \$2,886.97 from the 2019 restoration program budget. The total cost for these two projects is projected to be \$28,152.27. Funds to support these projects are allocated in balance of the 2019 budget. See Appendix 2. for detailed breakdown of project costs.

## **Related Reports and Appendices:**

Appendix 1. - Report No. FA-79-19 RE 2019 Restoration Project Approvals To Date  
Appendix 2. - Management Approved Restoration Projects List August 2019

## **Authored by:**

Original Signed by

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Steve Gillis  
Restoration Project Lead

**Reviewed by:**

Original Signed by

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Geoff Verkade  
Senior Manager, Integrated Watershed Planning/  
Information Management

**Reviewed by:**

Original Signed by

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Lise Gagnon, CPA, CGA  
Director, Corporate Services

**Submitted by:**

Original Signed by

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D. Gayle Wood, BES, CMMIII  
Chief Administrative Officer/Secretary-Treasurer

**Report To: Board of Directors**

**Subject: 2019 Restoration Project Approvals To Date**

**Report No: FA-79-19**

**Date: July 17, 2019**

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**Recommendation:**

1. That Report No. FA-79-19 RE: 2019 Restoration Project Approvals **BE RECEIVED.**
2. That the approved Restoration Program 2019 projects and associated grant estimates identified in Appendix 3. 'Management Approved Restoration Projects List' **BE APPROVED** for funding enabling staff to implement them.

**Purpose:**

To purpose of this report is to provide the NPCA Board of Directors with oversight of the NPCA Restoration Grant program budget, and the opportunity to review management's approval of associated applications by providing a summary of projects recently selected by the standing staff Restoration Program Review committee.

**Background:**

The Auditor General's report recommended that 'establishing a committee of the Board to review management's approval of grant applications will help ensure that funding is directed in accordance with the goals of the program and keep the Board from getting involved in day to day operations.'

At the April 2019 Full Authority meeting the board approved the implementation of a revitalized Restoration Grant program better addressing the mandate of the Conservation Authorities Act, the NPCA Strategic Plan, and the Auditor General's recommendation to develop and implement a strategy to better target areas of the watershed based on water quality monitoring and other information on the health of the watershed. A copy of FA-37-19 'Revitalizing the Restoration Program' is attached to this report as Appendix 1.

At the June 2019 Full Authority meeting the board received for information, the 2019 Workplan for the Restoration Grant program, including Program Guidelines detailing project eligibility, funding rates and ceilings. Project Evaluation Criteria and standing staff Review Committee information was also circulated. Monthly Full Authority meetings were identified as the avenue with which to present management's approval of selected projects for final fiduciary approval as opposed to a separate



standing committee of the board. A copy of FA-63-19 'Restoration Program Workplan' is attached to this report as Appendix 2.

## **Discussion:**

In May of 2019, Gayle Wood, CAO/ Secretary Treasurer and Geoff Verkade, Senior Manager of Integrated Watershed Planning/ Information Management approved seven (7) projects for immediate funding outside of the yet to be established Restoration Project Review Committee Structure. These projects partnered with Ducks Unlimited Canada to construct 0.6 ha of wetlands, and with Land Care Niagara to plant 23,600 trees. These projects were expedited to help these organizations deliver on project commitments they would not be able to fulfill without NPCA assistance and to re-establish working relationships with significant partners.

At the July 5<sup>th</sup> NPCA Restoration Program Review Committee, staff selected eighteen (18) projects for board financial approval (see Appendix 3 for details). These projects will see 3.8 ha of wetlands restored, and 14,340 trees planted. Additionally, 115 m of riparian buffer will be established. All eighteen projects are in partnership with private landowners through the NPCA watershed.

The Review Committee will meet again in August to review and select additional projects to approve. It will also initiate a discussion on a strategy for prioritizing and targeting restoration activities for the 2020 grant season as per the Auditor General's recommendation and best practices with respect to integrated watershed management and planning.

In keeping with the Guiding Principles of the Restoration Program, staff have reengaged with several significant traditional partner organizations. These partnerships, with Ducks Unlimited Canada and Land Care Niagara, have allowed the NPCA and our partners to leverage funds and organizational capacities to reduce our financial contribution to these projects and increase the total number of projects completed. Staff are continuing working on negotiating Memorandums of Understanding with these and other significant partners as identified in the 2019 workplan (Appendix 2.)

## **Financial Implications:**

The projects previously approved total \$34,004.50 spent from the 2019 restoration program budget.

Total NPCA projected contributions to the selected projects is \$198,824.05. The total cost for these eighteen projects is projected to be \$301, 614.67. Funds to support these projects are allocated in the 2019 budget. See appendix 3 for detailed breakdown of project costs.

## **Related Reports and Appendices:**

Appendix 1. - FA-37-19 RE Revitalizing the Restoration Program

Appendix 2. - FA-63-19 RE Restoration Program Workplan

Appendix 3. - Management Approved Restoration Projects List

**Authored by:**

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Stuart McPherson  
Restoration Project Lead

**Reviewed by:**

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Geoff Verkade  
Senior Manager, Integrated Watershed Planning/  
Information Management

**Reviewed by:**

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Lise Gagnon, CPA, CGA  
Director, Corporate Services

**Submitted by:**

D. Gayle Wood, BES, CMMIII  
Interim CAO/Secretary-Treasurer

Management Approved Restoration Projects List									
Project Number	Project Type	Project Description	Watershed	Partner	Partner Projected	Landowner Projected Cost	NPCA Projected Cost	Total Estimated Cost	NPCA %
RP201903014	Tree Planting	3.8 acre Tree planting	Kelly Drain	HSC, Forests Ontario	\$4,560.00	\$434.86	\$1,304.75	\$6,299.43	21%
RP201903013	Tree Planting	5.4 acre Tree planting	Elsie Creek UWR	HSC, Forests Ontario	\$19,040.00	\$703.21	\$1,582.22	\$21,852.84	7%
					\$23,600.00	\$1,138.07	\$2,886.97	\$28,152.27	

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**Report To:** Board of Directors

**Subject:** Trail Maintenance Agreement with Glanbrook Conservation Committee

**Report No:** FA-119-19

**Date:** September 18, 2019

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### **RECOMMENDATION:**

1. **THAT** Report No. FA-119-19 RE: MOU with Glanbrook Conservation Committee **BE RECEIVED** for information.
2. **THAT** the NPCA Board **AUTHORIZE** the Chair and CAO to execute a 3-year Trail Maintenance Agreement with the Glanbrook Conservation Committee (GCC) regarding the Tyneside Trail at Binbrook Conservation Area.

### **PURPOSE:**

The purpose of this Report is to seek Board approval to enter into a formal agreement with the Glanbrook Conservation Committee for the maintenance of Tyneside Trail at Binbrook CA.

### **BACKGROUND:**

The Glanbrook Conservation Committee (GCC), established in 1990, consists of a group of passionate and knowledgeable, local community volunteers. The Committee's primary mandate is to work to improve the habitat for wildlife in what was previously Glanbrook Township; now part of the City of Hamilton. The GCC includes naturalists, environmentalists, bird watchers, hikers, canoeists, as well as anglers and hunters.

The majority of GCC activities occur at Binbrook Conservation Area in cooperation with NPCA staff. From helping to establish and maintain several hiking trails, to a large aquatic planting program and tree planting program, the GCC has improved the natural habitat for both wildlife and visitors in and around the shores of Lake Niapenco at the conservation area.

Below are some projects that the GCC are responsible for:

- Establishment, maintenance and monitoring of Bluebird trails at the Binbrook CA;
- Hyslop Bay Wetland Restoration project that involved the construction of a carp barrier, planting of aquatic plants, tree planting in the fields adjacent to the bay, construction of nesting structures;
- Building and supply of nesting box kits for schools, Scouts, Guides and other groups (over 900 kits supplied since 1991);

- Aquatics nursery program where they grew seed and planted over 30,000 wetland plant species;
- Development and maintenance of walking trails in different areas of the Conservation Area with construction of boardwalks and benches for use on the various trails;
- Year-round maintenance of the Tyneside parking area at the west end of the Conservation Area;
- Yearly tree planting program;
- Ongoing shoreline protection projects that have included anchoring of stumps, brush and logs to vulnerable shoreline areas;
- Placement of gabion stone over an 8m x 105m area on the main island of Lake Niapenco to create a pickerel spawning bed and protect the island from wave erosion;
- Fish structure program; and
- Ongoing year-round pick-up of litter over the entire Conservation Area.

A MOU between the Glanbrook Conservation Committee and the Niagara Peninsula Conservation Authority was approved at the October 21, 2015 NPCA Board meeting for a three-year term from January 1, 2015 to December 31, 2018. With the expiration of the agreement ending December 31, 2018 there is currently no agreement between the GCC and NPCA. Staff met with GCC representatives in August 2019 and have agreed that the original MOU worked well for both organizations.

## **DISCUSSION:**

The NPCA is grateful for the contributions made by the GCC over the years. This proposed Agreement will continue to increase communication between the GCC and NPCA staff. The agreement makes sure both parties are compliant with the Ministry of Labour, WSIB, and the Ontario Occupational Health and Safety Act. This proposed Agreement continues to give staff and volunteers a clearer direction.

## **FINANCIAL IMPLICATIONS:**

The proposed Agreement recommends to, *“Reimburse the Glanbrook Conservation Committee for supplies and materials up to a maximum of \$2000 per annum.”* These materials and supplies are all in relation to the improvement of the NPCA owned trail and any additional materials/supplies will be returned to the park with the completion of projects. Further, NPCA staff recommends utilizing the funds received from the Camp Marydale Agreement for boat launch access (\$4000/2019, \$4000/2020) to support this agreement.



## **RELATED REPORTS AND APPENDICES:**

1. Appendix 1: GCC Tyneside Trail Maintenance Agreement
2. Appendix 2: Tyneside Trail map

### **Authored by:**

Original Signed by

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Adam Christie  
Acting Senior Manager of Operations and Special Projects

### **Submitted by:**

Original Signed by

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D. Gayle Wood, BES, CMMIII  
CAO/Secretary-Treasurer

**THE NIAGARA PENINSULA CONSERVATION AUTHORITY  
THE GLANBROOK CONSERVATION COMMITTEE**

**October 1, 2019 – December 31, 2022**

**For**

**Binbrook Conservation Area (TYNESIDE TRAIL)  
Maintenance Agreement**

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**Parties to the Agreement:**

**Niagara Peninsula Conservation Authority (NPCA)**

**And**

**The Glanbrook Conservation Committee (GCC)**

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**PURPOSE**

The purpose of this Agreement is to describe the framework that will be undertaken by the Glanbrook Conservation Committee in cooperation with the Niagara Peninsula Conservation Authority.

**BACKGROUND**

The Glanbrook Conservation Committee is a local conservation group committed to providing safe and enjoyable visitor experience at the Binbrook Conservation Area. The Committee is also involved in many projects which improve wildlife habitat throughout the property.

The committee members have been assisting with the maintenance of the Tyneside Trail for a number of years and are still interested in its continuous improvement. Recognizing this, the Conservation Authority proposed to enter into an agreement whereby the committee contracts to undertake maintenance activities at Binbrook Conservation Area, specific to the Tyneside Trail. This allows the NPCA to clearly identify their maintenance needs and to compensate the committee for their work.

**OBJECTIVES**

The Glanbrook Conservation Committee will work with the NPCA to maintain the Tyneside Trail. The Club will also monitor the Tyneside Trail and advise the NPCA when maintenance or repair is required.

**FUNDRAISING**

The NPCA will allow the Glanbrook Conservation Committee to promote and conduct fundraising activity on NPCA property. All fundraising activities must be approved by the NPCA

prior to the activity taking place. The NPCA reserves the right to approve or reject all fundraising activity performed by the Glanbrook Conservation Committee.

## TRAINING

All active members of the Glanbrook Conservation Committee must complete all prescribed Health and Safety training by the NPCA prior to performing any work on NPCA property. The training will include, but is not limited to the following;

- Annual successful completion of WHMIS
- Successful completion of Ministry of Labour Worker Awareness

The NPCA will provide all training modules and material to the GCC. The GCC will be responsible for administering all aforementioned training and remit all necessary documentation to the NPCA as needed.

### **The Glanbrook Conservation Committee commits to:**

- i) Maintain the Tyneside Trail in a safe and suitable condition,
- ii) Advise the Conservation Authority if any of the Tyneside Trail structures or facilities have been damaged or need repair.
- iii) Allow for public access and enjoyment of the Tyneside Trail.

### **The Niagara Peninsula Conservation Authority commits to:**

- i. Reimburse the Glanbrook Conservation Committee for supplies and materials up to a maximum of \$2000 per annum.
- ii. Respond to the Committee as to the approval or rejection of GCC purchases

## IMPLEMENTATION

- Each organization will assign project leads as appropriate, and schedule a start-up meeting
- The GCC and the NPCA representatives will meet at the start of the contract period and annually thereafter to discuss progress
- The GCC shall purchase materials or supplies using its own funds and submit receipts to the NPCA for re-imbursement. The NPCA reserves the right to approve or reject any/all submitted receipts by the GCC.
- GCC will forward to the NPCA, on an annual basis, a financial report pertaining to how the funds are dispersed.
- Both the NPCA and the GCC shall agree to the aforementioned terms prior to any work being performed on NPCA property.
- Either party may withdraw from this Agreement providing 90 days written notice.

**CONTACTS:**

Glanbrook Conservation Committee  
Brett Harrington – Chair

Niagara Peninsula Conservation Authority  
Gayle Wood – Chief Administrative Officer /  
Secretary Treasurer

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**Name**

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**Name**

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**Date**

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**Date**

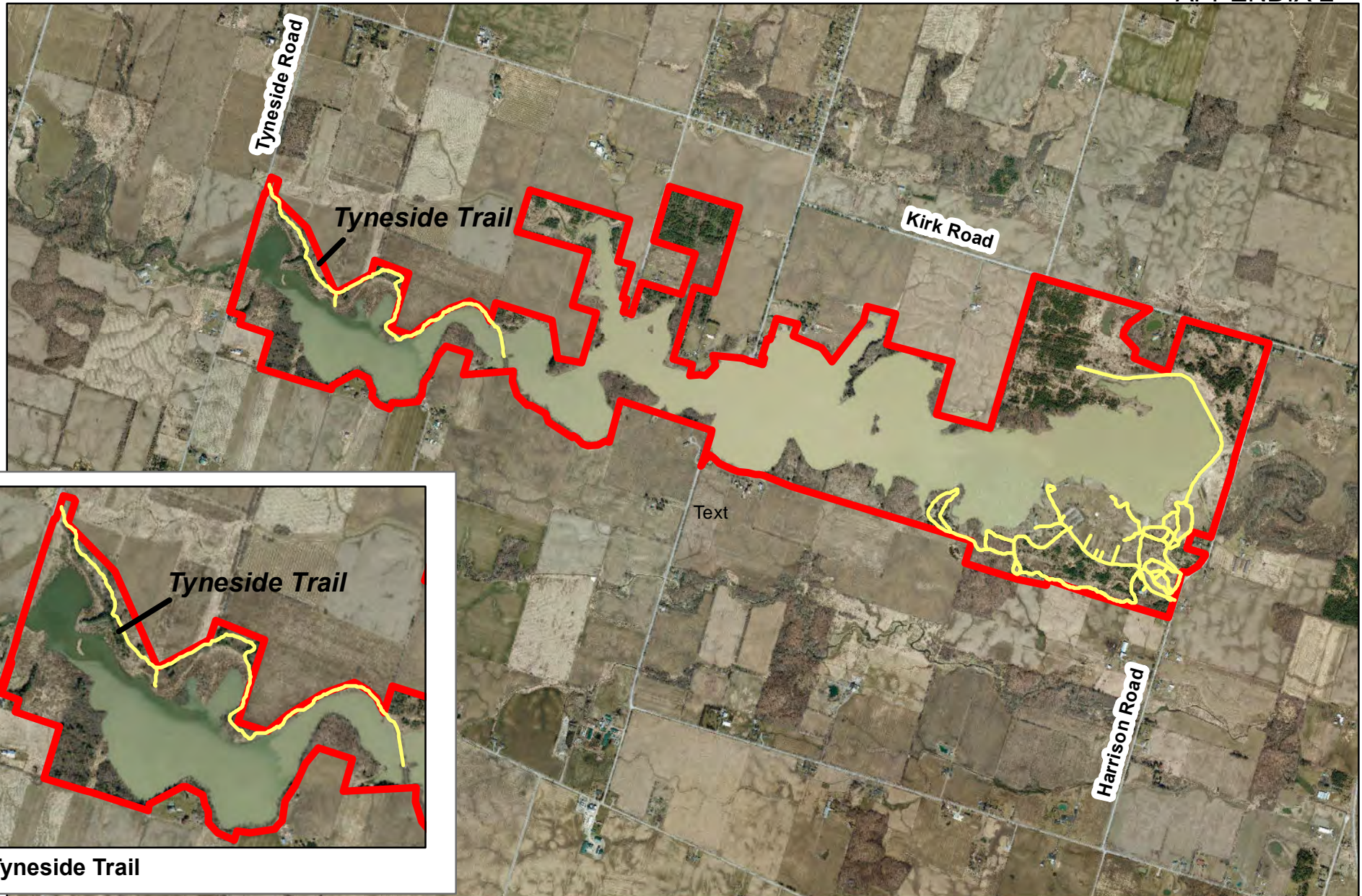
Niagara Peninsula Conservation Authority  
Dave Bylsma – Chair

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**Name**

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**Date**



## Binbrook Conservation Area- Tyneside Trail Location



### Legend



Conservation Area Boundary  
Airphoto 2010



NPCA Trails

0

0.5

1

2

Kilometers



October 2015: KF



**Report To: Board of Directors**

**Subject: Staff Response - Terms of Reference - Public Advisory Committee**

**Report No: FA-120-19**

**Date: September 18, 2019**

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**Recommendation:**

1. **THAT** Report No. FA-120-19 RE: Staff Response - Terms of Reference - Public Advisory Committee **BE RECEIVED** for information.
2. **THAT** the Board of Directors **APPROVE** the revised Terms of Reference (TOR) for the NPCA Public Advisory Committee (PAC).

**Purpose:**

The purpose of this Report is to seek the Board of Directors' approval of a revised Terms of Reference for the NPCA's Public Advisory Committee.

**Background:**

The NPCA Public Advisory Committee (formally called the NPCA Advisory Committee) was created based on recommendations from the NPCA's Strategic Plan 2014-2017.

At the May 3, 2019 Board of Directors meeting, the Board members approved the staff recommended changes to the PAC Terms of Reference (TOR) and advised staff to forward the TOR to the PAC for their review, comment on filling vacancies and provide feedback to the Board.

At the June 27<sup>th</sup>, 2019 PAC meeting, members were asked to review the Draft TOR. Changes recommended by members of the PAC are outlined below:

- Add a second Agricultural sector representative to allow for a North and South representative on the Committee;
- Add a seat for a First Nations representative;
- Remove the reference to review up to "4 projects" per year under the "new mandate" section of the TOR; and
- Approve all other changes highlighted in yellow in the attached Appendix 1 to this Report.



Report FA-115-19 (Appendix 1) concerning the approval of the draft TOR for the NPCA PAC was deferred at the August 14<sup>th</sup>, 2019, Full Board Authority meeting for considerations of comments by Member Mackenzie.

The current mandate of the PAC, which was created in 2014, is:

“To provide collaborative local perspective, guidance and expert advice in the implementation of the NPCA policies, plans and/or other issues as the Board may request. Members serve in a non-governance capacity with a focus on providing advice and recommendations for consideration by the NPCA Board.”

The Committee is currently comprised of 10 public members and the NPCA Board Chair. The members represent the public-at-large, Métis Niagara, property owners, Chamber of Commerce/Tourism, agriculture, development, conservation, urban/rural planning, and user/volunteers. Members are appointed by the NPCA Board of Directors and the NPCA Chair functions as Co-Chair of the Committee until the end of his/her term, along with a member Co-Chair elected by the Committee.

The next PAC meeting will be September 25<sup>th</sup>, 2019. At the September meeting, the members will be asked to consider their role in the approved NPCA *Climate Change Strategy and Action Plan*.

## **Discussion:**

At the August 14, 2019 meeting, Member Mackenzie requested up a number of considerations for the TOR and also sent an email to CAO/Secretary-Treasurer Gayle Wood and Chair Bylsma after the meeting to clarify some of the suggestions he spoke of. The list of suggested changes, and the staff recommendations are outlined below:

1. Simplify the seat currently called “property owners” by making it a 3<sup>rd</sup> Public-at-Large seat

Staff response: staff concur with this recommendation and have added it to the draft TOR in Appendix 3.

2. The Co-Chair of the PAC should be a Board member other than the NPCA Chair, and ideally have at least two (2) NPCA Board members sit on the PAC

Staff response: In January 2017 the Board erroneously appointed more than the Chair to the PAC, however before repealing the appointments, the Chair asked the PAC if they were interested in changing the TOR to include more Board members. The PAC unanimously agreed that there is no need for additional Board members on the PAC (see Report 36-17 from March 29, 2017, Appendix 2) for a full list of comments and suggestions brought forward by members of the PAC).

Staff have no concerns with the Board Chair acting as Co-Chair of the PAC. As the role is Co-Chaired alongside a PAC member Co-Chair there is little concern for this being perceived as Chair-centric and has never been raised as a concern by members of PAC. Currently, the member Co-Chair position is vacant, however staff hope to have this position filled at the November 2019 PAC meeting.

3. Mileage should be made available to the members of PAC.

Staff response: It would be wonderful to provide members with mileage expenses as some members are travelling as far as 120km (round trip) to attend meetings at Ball's Falls. If the Board approves this additional expense, staff agree it would add incentive for members to apply and to attend meetings. It should be noted that PAC members are invited annually to the Conservation Awards, our volunteer appreciation event and are recognized in the program as well as with a small gift as an appreciation for the volunteer time with the PAC.

Staff completed an exercise based on current members to determine the financial implications for providing mileage to members of PAC. See Financial Implications below for full details.

Should the Board approve mileage compensation for PAC members, the proposed 2020 Operating Budget would need to be revised.

4. Suggestion that where the reference is made to "their sector" that this be replaced with "the watershed"

Staff response: Staff suggest that the reference to "their sector" in the TOR is appropriate as it is not the intention for the PAC members to be representatives of the entire watershed. They are there to represent their stakeholder group and to act as a liaison between the PAC, the NPCA and their sector/stakeholder group. It is the responsibility of the NPCA and the Board to be liaisons to the entire watershed and we look to the members of the PAC to help us determine the most appropriate ways to communicate with the sector/stakeholder group they represent.

5. The representative seat structure should be altered to replace the development and planner seats with education, health and heritage.

Staff response: Staff suggest that the current seats for development and planners should remain on the PAC as it is important to hear all from all the different stakeholder groups on a public advisory committee such as this. Staff agree that knowledge about education, health and heritage would be beneficial to the PAC and offer the following suggestion for the TOR:

For the representative seat structure, 3 members for the Public-at-Large (with preference given to applicants that have relevant experience related to the NPCA's mandate and programs not specifically covered in other seats on the PAC, including, but not limited to; education, health, restoration, heritage, water quality, etc.)

6. Application Process suggestions included a list of community involvement, and the removal of the section on professional memberships.

Staff Response: The listing of community/volunteer service is included in the application form on-line. Professional memberships are important to show that the applicant can liaise with their sector for certain types of vacancies. An example of this is if someone is applying to represent the Agricultural sector, it would be important to know that they are a member of the Ontario Federation of Agriculture, and other related organizations in order to show that they are a member of the broader agricultural community and can liaise with other members.

7. There was a suggestion that the wording "considerations for diversity of gender, age, geography and ethnicity" should not be a part of the TOR or the selection process, and this should be changed to "NPCA is an equal opportunity employer/agency" to avoid candidates being perceived to be selected based on things like gender or ethnicity.

Staff Response: That wording was suggested by the PAC during the 2016 and 2017 review of the TOR (see Appendix 2, Report 36-17). The member selection sub-committee uses a matrix to evaluate each candidate and there are no categories for the applicants to point out their gender, age, ethnicity, etc. This is simply meant to be an inclusive statement. The reference to geography is to include members from across various parts of the watershed, where appropriate, but not outside the NPCA jurisdiction.

### **Financial Implications:**

The following is an outline of estimated financial implications for providing mileage expenses to PAC members. Current average is 63km round trip for members, multiplied by 12 members at 50 cents per kilometer, the average cost per meeting would be \$378. The total estimated cost per year to provide mileage, would be approximately \$1500.

Another alternative would be to provide PAC members with an annual honorarium, or a per meeting honorarium, to ensure that the costs related to this are more predictable. This could be something around \$25 per meeting attended, for an annual cost of maximum \$1200, with the average being less than \$1000 as not all members attend each meeting.

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

Appendix 1 - Report FA-115-19  
Appendix 2 - Report 36-17  
Appendix 3 - Draft TOR for approval

### **Authored by:**

Original Signed by:

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Kerry Royer  
Coordinator, Community Outreach

### **Reviewed by:**

Original signed by:

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Renee Bisson,  
Manager, Communications and Public Relations

**Submitted by:**

Original Signed by:

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D. Gayle Wood, BES, CMMIII  
Interim CAO/Secretary-Treasurer

**Report To: Board of Directors**

**Subject: NPCA Public Advisory Committee (PAC)**

**Report No: FA-115-19**

**Date: August 14, 2019**

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**Recommendation:**

1. That Report No. FA-115-19 RE: NPCA Public Advisory Committee (PAC) BE RECEIVED for information.
2. That the Board of Directors APPROVE the **revised** Terms of Reference (TOR) for the NPCA Public Advisory Committee (PAC).

**Purpose:**

The NPCA Public Advisory Committee (formally called the NPCA Advisory Committee) was created based on recommendations from the NPCA's Strategic Plan 2014-2017. At the May 3, 2019 Board of Directors meeting, the Board members approved the staff recommended changes to the PAC Terms of Reference (TOR) and advised staff to forward the TOR to the PAC for their review, comment on filling vacancies and feedback to the Board.

At the June 27<sup>th</sup>, 2019 PAC meeting, members were asked to review the Draft TOR. Changes recommended by members of the PAC are outlined below:

- Add a second Agricultural sector representative to allow for a North and South representative on the Committee;
- Add a seat for a First Nations representative;
- Remove the reference to review up to "4 projects" per year under the "new mandate" section of the TOR; and
- Approve all other changes highlighted in yellow in the attached Appendix 1 to this Report.

**Background:**

The current mandate of the PAC, which was created in 2014, is:

**"To provide collaborative local perspective, guidance and expert advice in the implementation of the NPCA policies, plans and/or other issues as the Board may request. Members serve in a non-governance capacity with a focus on providing advice and recommendations for consideration by the NPCA Board."**

The Committee is currently comprised of 10 members and the NPCA Board Chair. The members represent the public-at-large, Métis Niagara, property owners, Chamber of Commerce/Tourism, agriculture, development, conservation, urban/rural planning, and user/volunteers. Members are appointed by the NPCA Board of Directors and the NPCA Chair functions as Co-Chair of the Committee until the end of his/her term, along with a member Co-Chair elected by the Committee.

The next PAC meeting will be set for September 2019, date to be determined, as we are awaiting feedback on members' availability. At the September meeting, the members will be asked to consider their role in the approved NPCA ***Climate Change Strategy and Action Plan***.

### **Financial Implications:**

The Committee members serve on a volunteer basis and do not receive remuneration for their service.

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

1. Appendix 1: NPCA Advisory Committee – Draft Terms of Reference

### **Authored by:**

#### **Original Signed by**

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Kerry Royer,  
Coordinator, Community Outreach and Volunteers

### **Reviewed by:**

#### **Original Signed by**

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Renee Bisson,  
Manager, Community Engagement/Communications

### **Submitted by:**

#### **Original Signed by**

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D. Gayle Wood, BES, CMMIII  
Chief Administrative Officer/Secretary-Treasurer



# ADDENDUM

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## REPORTS FOR CONSIDERATION

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❖ **REPORT 36-17** *CLAC Terms of Reference (ADDENDUM)*

March 29, 2017 Full Authority Meeting

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**Report To: Board of Directors**

**Subject: Community Liaison Advisory Committee (CLAC)–Terms of Reference Review**

**Report No: 36-17**

**Date: March 29, 2017**

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**RECOMMENDATION:**

1. That Report No. 36-17 be **RECEIVED** for information.
2. That the NPCA Board of Directors **APPROVE** the Draft Amended CLAC Terms of Reference (Appendix 1).

**PURPOSE:**

The current CLAC Terms of Reference (Appendix 2) calls for an annual review of its Terms of Reference. The purpose of the review is to ensure alignment with the current Terms and to inform the NPCA Board of the recommended changes based on comments/recommendations of current CLAC committee members.

**DISCUSSION:**

At the December 15<sup>th</sup> 2016 CLAC meeting, and then again at the March 23<sup>rd</sup> 2017 meeting, the members were asked to review the Terms of Reference (ToR) for the Committee and to provide any feedback, comments, suggested changes to staff for the Board's consideration. Specifically, the members were asked for comment/recommendation about Section 7.1 of the current ToR (Representative Seat Structure) and if there was an interest in increasing NPCA Board of Directors representation on the CLAC. The current ToR for CLAC calls for an annual review and states that amendments can be made to meet the on-going needs of the NPCA, by agreement of the majority of Board members.

The following suggestions were given at the December CLAC meeting:

1. That the NPCA expand the membership of the CLAC to include members with technical knowledge related to the work of the NPCA
2. That the ToR be amended to include language that encourages diversity of age and gender on the Committee
3. That there be language to include a rotation of the municipality represented by the "upper-tier municipality" seat because the NPCA's jurisdiction includes three municipalities

4. That there be language to include a rotation of the city/town represented by the "lower-tier municipality" seat
5. That the term of the Co-Chair continue to be 12 months
6. In August 2015 the CLAC members voted that the DRAFT unapproved minutes could be submitted to the NPCA Board of Directors at their earliest meeting following a CLAC meeting as long as the members were given 2 weeks to review the draft minutes. This should be included in the Terms of Reference.

The following suggestions were given at the March CLAC meeting:

7. That the ToR be maintained to include only ONE (1) NPCA Board Member representative
8. That the Board consider whether or not to include an alternate for committee members as part of the ToR
10. That the Terms of Appointment (Section 3 of the ToR) include language about what happens when a member from one of the representative stakeholder groups has fulfilled their 2 year term, and wishes to continue to be a member of CLAC.

Based on the above noted suggested revisions, a second version of amended CLAC Terms of Reference was drafted for the Boards consideration (see Appendix 1).

#### **RELATED REPORTS AND APPENDICES:**

1. Appendix 1: 2<sup>nd</sup> Draft Amended CLAC Terms of Reference for review and consideration
2. Appendix 2: Current CLAC Terms of Reference

**Prepared by:**

  
**Kerry Royer**  
Community Outreach &  
Volunteer Coordinator

**Reviewed by:**

  
**David Barrick**  
Director, Corporate Services

**Submitted by:**

  
**Peter Graham**  
Acting Chief Administrative Officer  
Secretary Treasurer



## NPCA

### Community Liaison Advisory Committee (CLAC) Terms of Reference

Committee Name:	Community Liaison Advisory Committee (CLAC)
Type:	Advisory
Date of Formation:	February 19, 2014
Staff Support:	Community Outreach & Volunteer Coordinator
Enabling Legislation:	Feb. 19, 2014 – Report # 06-2014 - To: NPCA Board
Amended Version:	<b>March 29, 2017 Pending Board Approval</b>
Total No. of Members:	11 (Includes NPCA Chair)
Meeting Frequency:	Quarterly – as required
No. of Meetings Annually:	4 (+)
Budget:	\$2,500
Reporting Method:	Presented by staff to NPCA Board (written and oral)

**DRAFT**

**1. TITLE:**

The name of the Advisory Committee shall be “**The Community Liaison Advisory Committee**” or CLAC.

**2. ACCOUNTABILITY AND MANDATE:**

To provide collaborative local perspective, guidance and expert advice in the implementation of NPCA policies, plans and/or other issues as the Board may request. Members will serve in a non-governance capacity with a focus on providing advice and recommendations for consideration by NPCA Board.

**3. TERMS OF APPOINTMENT:**

Upon establishment of the Committee, members will be appointed to serve for a term of TWO (2) years. In order to maintain continuity, members having completed their initial first term will be invited to express their interest in continuing to serve for a second term. From amongst those who have expressed interest, CLAC shall propose four members to continue for an additional two year term and their names will be submitted to the NPCA Board for ratification. When members have completed their TWO (2) year term, a letter will be sent to relevant stakeholder groups, where applicable, to call for a list of appointees for consideration by the NPCA Board.

The NPCA Chair shall function as Co-Chair and will serve until the end of his/her term.

**4. RESOURCES & BUDGET**

The budget will be allocated at \$2,500 to cover meeting expenses. Thereafter, the budget will be re-assessed on an annual basis.

The CLAC is primarily supported by the Community Outreach & Volunteer Coordinator, with the Community Engagement Manager providing general oversight.

**5. REPORTING**

Meeting Agendas will be prepared by the Community Outreach & Volunteer Coordinator in consultation with the Committee Co-Chairs. Minutes shall be recorded and circulated to members. DRAFT unapproved minutes may be submitted to the NPCA Board at their earliest meeting following CLAC as long as committee members are given 2 weeks to review the draft minutes. CLAC will report, via the CLAC Co-Chairs to the NPCA Board.

**6. RESPONSIBILITIES:**

- Act as Champions/Ambassadors for the NPCA
- CLAC will provide advice to the NPCA Board for consideration on policies, procedures and strategic direction for the purpose of managing NPCA watershed's natural resources towards achieving balanced environmental, community and economic needs.
- Advise on potential partnership opportunity.
- Provide a conduit to the local community.
- Identify barriers and opportunities in the community.
- Advise on opportunities to communicate information from the NPCA to local communities and partners.
- Advise on other issues as requested by the NPCA Board.

**7. MEMBERSHIP:**

CLAC shall consist of up to ELEVEN (11) members comprising multi-stakeholder representation including landowners, municipalities, business sectors, agriculture, development and the general public. The NPCA encourages diversity of age and gender on the Committee.

**7.1 REPRESENTATIVE SEAT STRUCTURE:**

The Advisory Committee shall consist of the following representation:

- THREE (3) members from the public-at-large (with at least one member that has technical knowledge related to the work of the NPCA).
- ONE (1) member representing property owners (e.g. Niagara Landowner's Association)
- ONE (1) member representing a Chamber of Commerce and/or Tourism Industry
- ONE (1) member representing agricultural sector (e.g. Ontario Federation of Agriculture)
- ONE (1) member representing the development sector
- ONE (1) member representing environmental clubs/groups
- ONE (1) member representing local municipalities (municipal staff to be rotated if possible every 2 years amongst local municipalities)
- ONE (1) member representing single/upper-tier municipalities (municipal staff to be rotated if possible every 2 years amongst funding municipalities)
- ONE (1) for the NPCA Board Chair (who also serves as a Co-Chair of CLAC)

**7.2** Internal or external persons may be invited to attend the meetings at the request of the Co-Chairs, on behalf of the CLAC, to provide advice and assistance where necessary. These attendees will have no advisory privileges and may be requested to leave the meeting at any time by the Chairperson.

**7.3** CLAC members may cease to be a member of the Committee if they:

- Resign from the Committee
- Fail to attend 3 consecutive meetings without providing reasons of significance to the Co-Chairs
- No longer objectively represent their respective sector
- Breach of Confidentiality
- Co-Chairs can recommend to the NPCA Board for a member to be removed if they are no longer meeting their responsibilities.
- Are on a planned rotating cycle (local and single/upper-tier municipal staff representation)

**7.4** Decisions of the CLAC are considered as recommendations only and no formal voting process is required.



**8. VACANT POSITIONS**

Positions vacated by a CLAC member will be filled through a supplemental "Call for Expressions of Interest" to be conducted as required and the appointment will be valid only for the original term of office.

**9. PRIVACY**

The meetings of the CLAC are public; however, members should be aware that their names will be in the public realm and a list of membership may be provided when requested. Personal member information, other than name and resident municipality, will be kept confidential in accordance with Provincial legislation.

**10. LEADERSHIP & ADVISORY COMMITTEE CO-CHAIRS**

To provide leadership, the NPCA Board Chair will serve as Co-Chair of the CLAC. In addition a Co-Chair shall be elected by the CLAC to serve for a period of 12 months. Co-Chairs may serve for two (2) consecutive terms (with the exception of the NPCA Board Chair).

The Co-Chair responsibilities include:

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

**11. ROLES AND EXPECTATIONS OF MEMBERS**

- Review meeting materials in advance of the meetings and arrive prepared to provide a broad perspective on the issues under consideration.
- Submit agenda items to the Co-Chairs and staff a minimum of two (2) weeks prior to the meeting date whenever possible.
- Make every effort to attend regularly scheduled meetings. If not available, notify the Co-Chairs and staff contact on inability to attend at least one day prior to the meeting date.
- Agree to describe, process and resolve issues in a professional and respectful manner.
- Provide constructive input to help identify future projects or strategic priorities for consideration.
- Serve in a regional capacity, representing all of the NPCA watershed in its entirety and to act in the highest and best interest of the NPCA as a whole.

**12. ADMINISTRATION**

Community Outreach & Volunteer Coordinator will provide Administrative services for the Advisory Committee, including preparation and distribution of Agendas, recording of meeting minutes/notes, reports and general information as required to CLAC. The Community Outreach & Volunteer Coordinator will coordinate reports on CLAC activities for inclusion in NPCA Board meeting agendas.

**13. DURATION OF MEETINGS**

Meetings will be approx. TWO (2) hours in duration. Exceptions may occur from time to time to deal with significant items.

**14. APPLICATION PROCESS – CALLS FOR EXPRESSIONS OF INTEREST**

- Potential applicants will be assessed and recommended for appointment based not only on if there is an available seat but also on their ability to meet the roles and expectations of a member (Section 11). Seats may remain vacant until candidates with the requisite background and skills can be identified.
- The Call of Expressions of Interest will be fully transparent and made public and published via NPCA website, social media venues and local print media.
- For committee recruitments, the CLAC will develop a Selection Sub-Committee comprised of no more than four participants to serve as the selection team for the recruitment and recommendation of members.
- The recommended candidates will be presented by the Selection Sub-Committee to the full Advisory Committee for ratification.
- Final recommendation of candidates will be presented to the NPCA Board for appointment.

**15. AMENDMENTS**

The Terms of Reference shall be reviewed bi-annually from the date of approval and may be amended to meet the ongoing needs of the NPCA, by agreement of the majority of Board members.

**NPCA**  
**Community Liaison Advisory Committee (CLAC) Terms of Reference**

Committee Name:	Community Liaison Advisory Committee (CLAC)
Type:	Advisory
Date of Formation:	February 19, 2014
Staff Support:	Supervisor of Marketing and Community Relations
Enabling Legislation:	Feb. 19, 2014 – Report # #-2014      - To: NPCA Board
Total No. of Members:	11 (Includes NPCA Chair)
Meeting Frequency:	Quarterly – as required
No. of Meetings Annually:	4 (+)
Budget:	\$2,500
Reporting Method:	Presented by staff to NPCA Board (written and oral)

**1. TITLE:**

The name of the Advisory Committee shall be **"The Community Liaison Advisory Committee"** or CLAC.

**2. ACCOUNTABILITY AND MANDATE:**

To provide collaborative local perspective, guidance and expert advice in the implementation of the NPCA's 2014-2017 Strategic Plan and/or other issues as the Board may request. Members will serve in a non-governance capacity with a focus on providing advice and recommendations for consideration by NPCA Board.

**3. TERMS OF APPOINTMENT:**

Upon establishment of the Committee, members will be appointed to serve for a term of TWO (2) years. In order to maintain continuity, members having completed their initial first term will be invited to express their interest in continuing to serve for a second term. From amongst those who have expressed interest, CLAC shall propose four members to continue for an additional two year term and their names will be submitted to the NPCA Board for ratification.

The NPCA Chair shall function as Co-Chair and will serve until the end of his/her term.

## **APPENDIX 2**

### **Current Terms of Reference**

#### **4. RESOURCES & BUDGET**

The initial 2014 budget will be allocated at \$2,500 to cover meeting expenses. Thereafter, the budget will be re-assessed on an annual basis.

The CLAC is primarily supported by a Community Liaison Coordinator, with the Supervisor of Marketing and Community Relations providing general oversight.

#### **5. REPORTING**

Meeting Agendas will be prepared by the Community Liaison Coordinator in consultation with the Committee Co-Chairs. Minutes shall be recorded and circulated to members. CLAC will report, via the CLAC Co-Chairs to the NPCA Board.

#### **6. RESPONSIBILITIES:**

- Act as Champions/Ambassadors for the NPCA
- CLAC will provide advice to the NPCA Board for consideration on policies, procedures and strategic direction for the purpose of managing NPCA watershed's natural resources towards achieving balanced environmental, community and economic needs.
- Advise on potential partnership opportunity.
- Provide a conduit to the local community.
- Identify barriers and opportunities in the community.
- Advise on opportunities to communicate information from the NPCA to local communities and partners.
- Advise on other issues as requested by the NPCA Board.

#### **7. MEMBERSHIP:**

CLAC shall consist of up to ELEVEN (11) members comprising multi-stakeholder representation including landowners, municipalities, business sectors, agriculture, development and the general public.

## **APPENDIX 2**

### **Current Terms of Reference**

#### **7.1 REPRESENTATIVE SEAT STRUCTURE:**

The Advisory Committee shall consist of the following representation:

- THREE (3) members from the public-at-large
- ONE (1) member representing property owners (i.e. Niagara Landowner's Association)
- ONE (1) member representing a Chamber of Commerce and/or Tourism Industry
- ONE (1) member representing agricultural sector (i.e. Ontario Federation of Agriculture)
- ONE (1) member representing the development sector
- ONE (1) member representing environmental clubs/groups
- ONE (1) member representing local municipalities (municipal staffer)
- ONE (1) member representing single/upper-tier municipalities (municipal staffer)
- ONE (1) for the NPCA Board Chair (who also serves as a Co-Chair of CLAC)

**7.2** Internal or external persons may be invited to attend the meetings at the request of the Co-Chairs, on behalf of the CLAC, to provide advice and assistance where necessary. These attendees will have no advisory privileges and may be requested to leave the meeting at any time by the Chairperson.

**7.3** CLAC members may cease to be a member of the Committee if they:

- Resign from the Committee
- Fail to attend 3 consecutive meetings without providing reasons of significance to the Co-Chairs
- No longer represent their respective sector
- Breach of Confidentiality

**7.4** Decisions of the CLAC are considered as recommendations only and no formal voting process is required.

#### **8. VACANT POSITIONS**

Positions vacated by a CLAC member will be filled through a supplemental "Call for Expressions of Interest" to be conducted as required and the appointment will be valid only for the original term of office.

#### **9. PRIVACY**

The meetings of the CLAC are public. Members should be aware that their names will be in the public realm and a list of membership may be provided when requested. Personal member information, other than name and resident municipality, will be kept confidential in accordance with Provincial legislation.

## **APPENDIX 2**

### **Current Terms of Reference**

#### **10. LEADERSHIP & ADVISORY COMMITTEE CO-CHAIRS**

To provide leadership, the NPCA Board Chair will serve as Co-Chair of the CLAC. In addition a Co-Chair shall be elected by the CLAC to serve for a period of 12 months. Co-Chairs may serve for two (2) consecutive terms (with the exception of the NPCA Board Chair).

The Co-Chair responsibilities include:

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

#### **11. ROLES AND EXPECTATIONS OF MEMBERS**

- Review meeting materials in advance of the meetings and arrive prepared to provide a broad perspective on the issues under consideration.
- Submit agenda items to the Co-Chairs and staff a minimum of two (2) weeks prior to the meeting date whenever possible.
- Make every effort to attend regularly scheduled meetings. If not available, notify the Co-Chairs and staff contact on inability to attend at least one day prior to the meeting date.
- Agree to describe, process and resolve issues in a professional and respectful manner.
- Provide input to help identify future projects or strategic priorities for consideration.
- Serve in a regional capacity, representing all of the NPCA watershed in its entirety and to act in the highest and best interest of the NPCA as a whole.

#### **12. ADMINISTRATION**

Community Liaison Coordinator will provide Administrative services for the Advisory Committee , including preparation and distribution of Agendas, recording of meeting minutes/notes, reports and information as required to CLAC. The Community Liaison Coordinator will coordinate reports on CLAC activities for inclusion in NPCA Board meeting agendas.

#### **13. DURATION OF MEETINGS**

Meetings will be approx. TWO (2) hours in duration. Exceptions may occur from time to time to deal with significant items.



**14. APPLICATION PROCESS – CALLS FOR EXPRESSIONS OF INTEREST**

- Applicants will not be recommended for appointment solely based on the number of submissions taking the available representative seats. Seats may remain vacant until candidates with the requisite background and skills can be identified.
- The Call of Expressions of Interest will be fully transparent and made public and published via NPCA website, social media venues and local print media.
- For the inaugural Committee, the Supervisor of Marketing and Community Relations, in conjunction with the Chief Administrative Officer, will develop a short list of candidates from Expressions of Interest received. The short list, along with a separate list of all applicants, will be presented to the NPCA Board for ratification and appointment.
- For subsequent recruitments, the CLAC will develop a Selection Sub-Committee comprised of no more than four participants to serve as the selection team for the recruitment and recommendation of members.
- The recommended candidates will be presented by the Selection Sub-Committee to the full Advisory Committee for ratification.
- Final recommendation of candidates will be presented to the NPCA Board for appointment.

**15. AMENDMENTS**

The Terms of Reference shall be reviewed annually from the date of approval and may be amended to meet the ongoing needs of the NPCA, by agreement of the majority of Board members.



## **NPCA Public Advisory Committee Draft Terms of Reference**

Committee Name:	NPCA Advisory Committee
Type:	Standing Committee - Advisory
Date of Formation:	February 19, 2014
Staff Support:	Community Outreach & Volunteer Coordinator
Enabling Legislation:	Feb. 19, 2014 – NPCA Report # 06-2014
Amended Version:	September 20, 2017 (Proposed Revision August 14, 2019)
Total No. of Members:	13 (Includes NPCA Chair)
Meeting Frequency:	Quarterly – as required
No. of Meetings Annually:	4 (+)
Budget:	\$2,500
Reporting Method:	PAC Draft Minutes provided to the Board for consideration

### **1. TITLE:**

The name of the Advisory Committee shall be “**The NPCA Public Advisory Committee**”, or until such time a more reflective name representative of the Authority is chosen at the discretion of the NPCA Board.

### **2. ACCOUNTABILITY AND MANDATE:**

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

### **3. TERMS OF APPOINTMENT and VACANCIES:**

Upon establishment of the Committee, members will be appointed to serve for a term of TWO (2) years beginning in January of that year. Positions vacated will be filled through a “Call for Expression of Interest” to be conducted as required. In the event of a vacancy during a regular term, the vacancy may be filled for the remainder of that term.

The power to appoint or rescind shall be reserved solely for the full Board Authority. The NPCA Chair shall function as Co-Chair and will serve until the end of his/her term.

#### **4. RESOURCES & BUDGET**

The budget will be allocated at \$2,500 to cover meeting expenses. Thereafter, the budget will be re-assessed on an annual basis.

The Advisory Committee is primarily supported by the Community Outreach & Volunteer Coordinator, with the Community Engagement Manager and Chief Administrative Officer providing general oversight.

#### **5. REPORTING**

Meeting Agendas will be prepared by the Clerk/Executive Assistant to the CAO and Board and Community Outreach & Volunteer Coordinator in consultation with the Committee Co-Chairs. Minutes shall be recorded and circulated to members. DRAFT minutes will be submitted to the NPCA Board at their earliest meeting following an ADVISORY COMMITTEE meeting as long as Committee members are given 2 weeks to review the draft minutes. Actionable items to be carried forward by the NPCA Chair in a timely fashion.

#### **6. RESPONSIBILITIES:**

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

#### **7. MEMBERSHIP:**

The NPCA PUBLIC ADVISORY COMMITTEE shall consist of up to THIRTEEN (13) members comprising multi-stakeholder representation including landowners, planners, business sector, agriculture, conservation, Indigenous representatives, development sector, the general public and the NPCA Chair. The NPCA encourages diversity of age and gender on the Committee.

##### **7.1 REPRESENTATIVE SEAT STRUCTURE:**

The Advisory Committee shall consist of the following representation:

- TWO (2) members from the public-at-large (with at least one member that has technical knowledge related to the work of the NPCA).
- ONE (1) member representing Métis Niagara
- ONE (1) member representing property owners
- ONE (1) member representing a Chamber of Commerce and/or Tourism Industry
- ONE (1) member representing agricultural/value-added agricultural sector

from the south part of the watershed and ONE (1) member representing agricultural/value-added agricultural sector from the north part of the watershed

- ONE (1) member representing the development sector
- ONE (1) member representing the environment sector
- ONE (1) member representing First Nations
- ONE (1) member representing urban and rural planning (must have Registered Professional Planner designation)
- ONE (1) member representing volunteers/users (e.g. hikers, hunters, campers, etc.)
- ONE (1) for the NPCA Board Chair (who also serves as a Co-Chair of the ADVISORY COMMITTEE)

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

**7.3** ADVISORY COMMITTEE members may cease to be a member of the Committee if they:

- Resign from the Committee
- Fail to attend 2 consecutive meetings without providing reasons of significance to the Co-Chairs
- No longer objectively represent their respective sector
- Breach of Confidentiality
- Co-Chairs can recommend to the NPCA Board for a member to be removed if they are no longer meeting their responsibilities.

**7.4** Decisions of the ADVISORY COMMITTEE are considered as recommendations only and no formal voting process is required.

**7.5** A meeting quorum will be 50% + 1 of current filled positions

**7.6** Extended Absence

In the event that a member of the Advisory Committee advises the Co-Chairs of an extended absence in writing, a surrogate may be pre-approved at the discretion of the Chair and Full Board Authority.

## **8. PRIVACY**

The meetings of the ADVISORY COMMITTEE are public; however, members should be aware that their names will be in the public realm and a list of membership may be provided when requested. Personal member information, other than name and resident municipality, will be kept confidential in accordance with Provincial legislation.

## **9. LEADERSHIP & ADVISORY COMMITTEE CO-CHAIRS**

To provide leadership, the NPCA Board Chair will serve as Co-Chair of the ADVISORY COMMITTEE. In addition, a member Co-Chair shall be elected by the ADVISORY COMMITTEE to serve for a period of 12 months. Co-Chairs may serve for two (2) consecutive terms (with the exception of the NPCA Board Chair). The Co-Chair responsibilities include:

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

NPCA Chair responsibilities include:

- Approving Agenda items and correspondence
- Approving delegations for Advisory Committee meetings
- Act as a conduit between the Advisory Committee and the NPCA Board of Directors

## **10. ROLES AND EXPECTATIONS OF MEMBERS**

- Review meeting materials in advance of the meetings and arrive prepared to provide a broad perspective on the issues under consideration.
- Submit agenda items to the Co-Chairs and staff a minimum of two (2) weeks prior to the meeting date for approval.
- Make every effort to attend regularly scheduled meetings. If not available, notify the Co-Chairs and staff contact on inability to attend at least one day prior to the meeting date.
- Agree to describe, process and resolve issues in a professional and respectful manner.
- Provide constructive input to help identify future projects or strategic priorities for consideration, respective of their sector representation.
- Members are encouraged to go back to their respective sectors with information received at Advisory Committee meetings to notify of opportunities to give feedback



## **11. ADMINISTRATION**

Community Outreach & Volunteer Coordinator will provide Administrative services for the Advisory Committee, including preparation and distribution of Agendas, recording of meeting minutes/notes, reports and general information as required to ADVISORY COMMITTEE. The Community Outreach & Volunteer Coordinator will coordinate reports on ADVISORY COMMITTEE activities for inclusion in NPCA Board meeting agendas.

## **12. DURATION OF MEETINGS**

Meetings will be approx. TWO (2) hours in duration. Exceptions may occur from time to time to deal with significant items.

## **13. APPLICATION PROCESS – CALLS FOR EXPRESSIONS OF INTEREST**

- Potential applicants will be assessed and recommended for appointment based not only on if there is an available seat but also on their ability to meet the roles and expectations of a member (Section 11). Seats may remain vacant until candidates with the requisite background and skills can be identified.
- The Call of Expressions of Interest will be fully transparent and made public and published via NPCA website, social media venues and local print media.
- For Committee recruitments, the ADVISORY COMMITTEE will develop a Selection Sub-Committee comprised of the NPCA Board Chair, the member Co-Chair and one Advisory Committee member in good standing. In the absence of a Co-Chair in good standing, the NPCA Chair shall approve a 3<sup>rd</sup> member to sit on the sub-Committee from the members in good standing on the Advisory Committee.
- Applicants shall be required to submit the following information:
  - contact information
  - area of expertise, general availability, why they want to serve on NPCA PAC
  - highest level of education
  - professional/employment background
  - professional memberships
- Applications will be evaluated based on the following criteria:
  - Knowledge and experience related to the sector representation
  - Knowledge of the Niagara Peninsula Conservation Authority
  - Experience working on multi-sector committees

Considerations for diversity of gender, age, geography and ethnicity were also part of the evaluation process, in accordance with the current TOR.

- Final recommendation of candidates will be presented to the NPCA Board for appointment.

#### **14.AMENDMENTS**

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

## **NPCA Public Advisory Committee Draft Terms of Reference v. 2**

Committee Name:	NPCA Advisory Committee
Type:	Standing Committee - Advisory
Date of Formation:	February 19, 2014
Staff Support:	Community Outreach & Volunteer Coordinator
Enabling Legislation:	Feb. 19, 2014 – NPCA Report # 06-2014
Amended Version:	September 20, 2017 (Proposed Revision Sept 18 2019)
Total No. of Members:	13 (Includes NPCA Chair)
Meeting Frequency:	Quarterly – as required
No. of Meetings Annually:	4 (+)
Budget:	\$2,500
Reporting Method:	PAC Draft Minutes provided to the Board for consideration

### **1. TITLE:**

The name of the Advisory Committee shall be “**The NPCA Public Advisory Committee**”, ~~or until such time a more reflective name representative of the Authority is chosen at the discretion of the NPCA Board.~~

### **2. ACCOUNTABILITY AND MANDATE:**

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

### **3. TERMS OF APPOINTMENT and VACANCIES:**

Upon establishment of the Committee, members will be appointed to serve for a term of TWO (2) years beginning in January of that year. Positions vacated will be filled through a “Call for Expression of Interest” to be conducted as required. In the event of a vacancy during a regular term, the vacancy may be filled for the remainder of that term.

The power to appoint or rescind shall be reserved solely for the full Board Authority. The NPCA Chair shall function as Co-Chair and will serve until the end of his/her term.

#### 4. RESOURCES & BUDGET

The budget will be allocated at \$2,500 to cover meeting expenses. Thereafter, the budget will be re-assessed on an annual basis.

The Advisory Committee is primarily supported by the Community Outreach & Volunteer Coordinator, with the Community Engagement Manager and Chief Administrative Officer providing general oversight.

#### 5. REPORTING

Meeting Agendas will be prepared by the Executive Coordinator to the CAO and Board and Community Outreach & Volunteer Coordinator in consultation with the Committee Co-Chairs. Minutes shall be recorded and circulated to members. DRAFT minutes will be submitted to the NPCA Board at their earliest meeting following an ADVISORY COMMITTEE meeting as long as Committee members are given 2 weeks to review the draft minutes. Actionable items to be carried forward by the NPCA Chair in a timely fashion.

#### 6. RESPONSIBILITIES:

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

#### 7. MEMBERSHIP:

The NPCA PUBLIC ADVISORY COMMITTEE shall consist of up to THIRTEEN (13) members comprising multi-stakeholder representation including landowners, planners, business sector, agriculture, conservation, Indigenous representatives, development sector, the general public and the NPCA Chair. The NPCA encourages diversity of age and gender on the Committee.

##### 7.1 REPRESENTATIVE SEAT STRUCTURE:

The Advisory Committee shall consist of the following representation:

- TWO (2) THREE (3) members from the public-at-large (with knowledge of NPCA mandate and related programs including heritage, education, restoration, and health being an asset at least one member that has technical knowledge related to the work of the NPCA).
- ONE (1) member representing Métis Niagara
- ONE (1) member representing property owners
- ONE (1) member representing a Chamber of Commerce and/or Tourism

#### Industry

- ONE (1) member representing agricultural/value-added agricultural sector from the south part of the watershed and ONE (1) member representing agricultural/value-added agricultural sector from the north part of the watershed
- ONE (1) member representing the development sector
- ONE (1) member representing the environment sector
- ONE (1) member representing First Nations
- ONE (1) member representing urban and rural planning (must have Registered Professional Planner designation)
- ONE (1) member representing volunteers/users (e.g. hikers, hunters, campers, etc.)
- ONE (1) for the NPCA Board Chair (who also serves as a Co-Chair of the ADVISORY COMMITTEE)

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

**7.3** ADVISORY COMMITTEE members may cease to be a member of the Committee if they:

- Resign from the Committee
- Fail to attend 2 consecutive meetings without providing reasons of significance to the Co-Chairs
- No longer objectively represent their respective sector
- Breach of Confidentiality
- Co-Chairs can recommend to the NPCA Board for a member to be removed if they are no longer meeting their responsibilities.

**7.4** Decisions of the ADVISORY COMMITTEE are considered as recommendations only and no formal voting process is required.

**7.5** A meeting quorum will be 50% + 1 of current filled positions

**7.6** Extended Absence

In the event that a member of the Advisory Committee advises the Co-Chairs of an extended absence in writing, a surrogate may be pre-approved at the

discretion of the Chair and Full Board Authority.

## **8. PRIVACY**

The meetings of the ADVISORY COMMITTEE are public; however, members should be aware that their names will be in the public realm and a list of membership may be provided when requested. Personal member information, other than name and resident municipality, will be kept confidential in accordance with Provincial legislation.

## **9. LEADERSHIP & ADVISORY COMMITTEE CO-CHAIRS**

To provide leadership, the NPCA Board Chair will serve as Co-Chair of the ADVISORY COMMITTEE. In addition, a member Co-Chair shall be elected by the ADVISORY COMMITTEE to serve for a period of 12 months. Co-Chairs may serve for two (2) consecutive terms (with the exception of the NPCA Board Chair). The Co-Chair responsibilities include:

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

NPCA Chair responsibilities include:

- Approving Agenda items and correspondence
- Approving delegations for Advisory Committee meetings
- Act as a conduit between the Advisory Committee and the NPCA Board of Directors

## **10. ROLES AND EXPECTATIONS OF MEMBERS**

- Review meeting materials in advance of the meetings and arrive prepared to provide a broad perspective on the issues under consideration.
- Submit agenda items to the Co-Chairs and staff a minimum of two (2) weeks prior to the meeting date for approval.
- Make every effort to attend regularly scheduled meetings. If not available, notify the Co-Chairs and staff contact on inability to attend at least one day prior to the meeting date.
- Agree to describe, process and resolve issues in a professional and respectful manner.
- Provide constructive input to help identify future projects or strategic priorities for consideration, respective of their sector representation.



- Members are encouraged to go back to their respective sectors with information received at Advisory Committee meetings to notify of opportunities to give feedback

## **11. ADMINISTRATION**

Community Outreach & Volunteer Coordinator will provide Administrative services for the Advisory Committee, including preparation and distribution of Agendas, recording of meeting minutes/notes, reports and general information as required to ADVISORY COMMITTEE. The Community Outreach & Volunteer Coordinator will coordinate reports on ADVISORY COMMITTEE activities for inclusion in NPCA Board meeting agendas.

## **12. DURATION OF MEETINGS**

Meetings will be approx. TWO (2) hours in duration. Exceptions may occur from time to time to deal with significant items.

## **13. APPLICATION PROCESS – CALLS FOR EXPRESSIONS OF INTEREST**

- Potential applicants will be assessed and recommended for appointment based not only on if there is an available seat but also on their ability to meet the roles and expectations of a member (Section 11). Seats may remain vacant until candidates with the requisite background and skills can be identified.
- The Call of Expressions of Interest will be fully transparent and made public and published via NPCA website, social media venues and local print media.
- For Committee recruitments, the ADVISORY COMMITTEE will develop a Selection Sub-Committee comprised of the NPCA Board Chair, the member Co-Chair and one Advisory Committee member in good standing. In the absence of a Co-Chair in good standing, the NPCA Chair shall approve a 3<sup>rd</sup> member to sit on the sub-Committee from the members in good standing on the Advisory Committee.
- Applicants shall be required to submit the following information:
  - contact information
  - area of expertise, general availability, why they want to serve on NPCA PAC
  - highest level of education
  - professional/employment background
  - professional memberships
- Applications will be evaluated based on the following criteria:
  - Knowledge and experience related to the sector representation

- Knowledge of the Niagara Peninsula Conservation Authority
- Experience working on multi-sector committees
- Relevant volunteer/community service work related to the seat they are applying for

Considerations for diversity of gender, age, geography and ethnicity will also be a part of the evaluation process, in accordance with the current TOR.

- Final recommendation of candidates will be presented to the NPCA Board for appointment.

#### **14. AMENDMENTS**

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

**Report To: Board of Directors**

**Subject: Creating a Human Resource Action Plan**

**Report No: FA-123-19**

**Date: September 18, 2019**

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**Recommendation:**

**THAT** Report No. FA-123-19 RE: Creating a Human Resource Action Plan **BE APPROVED.**

**Purpose:**

The purpose of this Report is to provide an update to the Board of Directors regarding recommendations 10.1 to 10.4 and 19.1 to 19.3 of the Auditor General's Report and seek the Board's approval of **Creating a Human Resource Action Plan**. Any approval of expenditure requirements outlined in the Plan would be subject to separate budget approval.

**Background:**

In September 2018 the Auditor General of Ontario presented a ***Special Report of the Niagara Peninsula Conservation Authority*** to the Honourable Speaker of the Legislative Assembly. The Auditor General's Report contained 24 major recommendations.

The focus of this Report is on Recommendations 10.1 to 10.4 regarding a Human Resource Plan as well as Recommendations 19.1 to 19.3 responding to workplace staff concerns.

**Recommendation 10 - Human Resource Plan**

The Auditor General's Report recommended that:

"to ensure that staffing decisions are focused on improving the operations of the Niagara Peninsula Conservation Authority (NPCA) to fulfill its legislative mandate and provide effective and efficient services, we recommend that the NPCA:

10.1 Develop a **Human Resources (HR) Plan** that identifies current and future HR needs, as they relate to the strategic direction of the NPCA;

10.2 In developing such an HR Plan, review its staffing mix to determine the appropriate level of administrative and corporate support staff;

10.3 Base HR decisions on its HR plan; and

10.4 Provide information about planned restructuring decisions, including their financial implications to the NPCA Board prior to implementing such decisions”.

### Recommendation 19 – Addressing Workplace Concerns

The Auditor General’s Report recommended that:

“To ensure the Niagara Peninsula Conservation Authority operates as effectively and productively as possible, without workplace issues hindering its operations unnecessarily, we recommend that the NPCA:

19.1 Develop and implement an **Action Plan to address workplace concerns**;

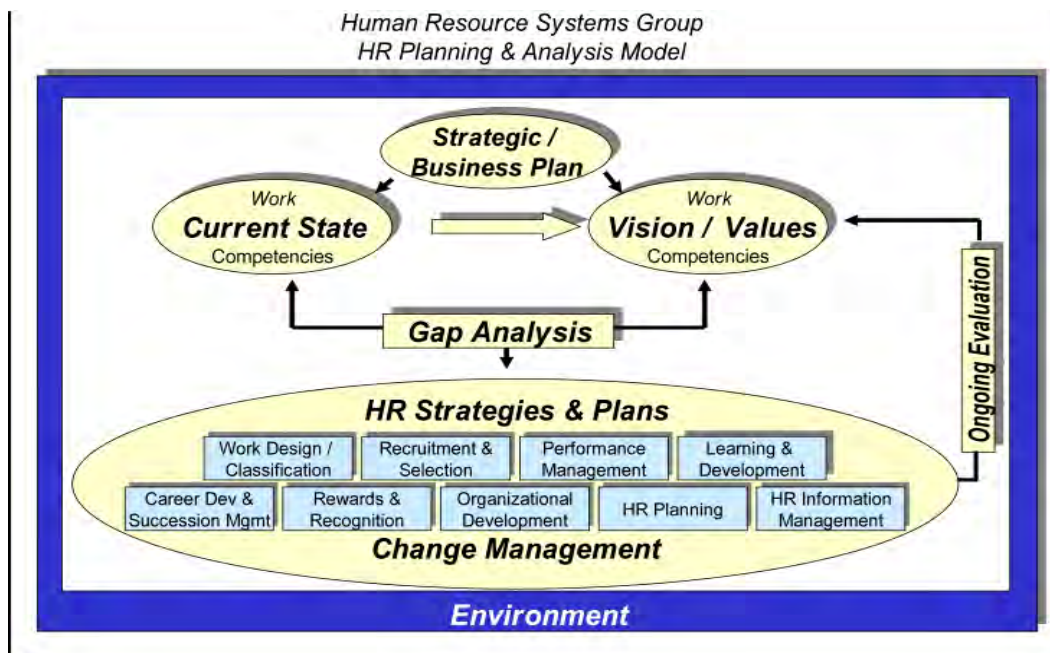
19.2 Present this Action Plan and related timeline to the NPCA Board of Directors for review and approval; and

19.3 Report on its progress in implementing the actions within the approved timeline.”

### Discussion:

#### Defining a Human Resource Planning Process and model

Human resource planning (HRP) has been defined as the continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset—quality employees. Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses.



It is recognized by the Chief Administrative Officer that the work outlined in this Report, is only the beginning of a long term, comprehensive Human Resource Plan. Specifically, this Report addresses the “current state” while recognizing that an updated, approved NPCA Strategic Plan is essential in addressing a long-term human resource planning process.

The Chief Administrative Officer commenced a response to Recommendations 10 and 19 on March 24, 2019. All staff were requested to participate in providing comments on the current NPCA Strategic Plan, the current NPCA human resource complement/staffing gaps and outstanding workplace issues and concerns.

In response, the CAO received 17 comprehensive written submissions, had 9 individual/groups staff meetings and received 8 specific questions for clarification. As a result, staff expressed concerns with:

Too many senior managers and not enough staff delivery personnel;

Allocation of administrative support staff to program areas;

- 1) Locked office doors;
- 2) Lack of fair hiring practices;
- 3) Concern with previous staff dismissals and the need for the return of a restoration program;
- 4) Need for more staff in watershed planning and compliance;
- 5) Need to resolve and approve the Collective Bargaining Agreement;
- 6) Need for new Job Descriptions;
- 7) Need to ensure that there is no duplication in staffing responsibilities;
- 8) Concerns regarding departmental reporting relationships;
- 9) Need for seasonal staff positions at Conservation Areas;
- 10) Need for updated organizational charts; and
- 11) Need to develop a new Strategic Plan.

An outline of these issues and concerns is included in Appendix 1 entitled ***Creating a Human Resource Action Plan – September 18, 2019.***

Based on this feedback, the CAO presented a report in closed session at the April Board of Directors meeting which outlined the Organization Charts for the past 4 years. These are included as Appendix 2 to this report. The CAO recommended a restructuring of management staff, a realignment of reporting relationships, the reintroduction of the restoration and watershed planning programs, a review of the Communications and Administrative Departments and the development of a new Strategic Plan in 2020.

The approved restructuring, considered Step 1 in addressing recommendations 10 and 19, was complemented with a financial analysis which indicated that new positions in “gaps

areas” of planning, enforcement, finance and restoration could be achievement by 2020. The Organizational Realignment was approved by the Board of Directors in April 2019.

It is recommended that further “gaps analysis” regarding our human resources be completed after:

- updating of the NPCA Strategic Plan in 2020;
- Bill 108 is settled regarding the mandatory and non-mandatory programs; and
- Discussions with municipal partners regarding the 2020 budget.

Step 2 of the process to address further workplace concerns was completed at a full staff meeting held on August 16, 2019. At this session, staff:

- Reviewed issues and concerns identified in March and April of 2019;
- Outlined positive changes that have occurred;
- Identified areas requiring continuous improvement; and
- Prioritized actions to be taken in the short term (2019), medium term (2020 to 2022) and longer term (2023+)

This information is documented in Appendix 1 on *Creating a Human Resource Action Plan*.

### **Financial Implications:**

The Organizational Re-alignment resulted in significant savings to the Authority in order to re-hire some staff from the previous restructuring as well as propose three new positions to fill staffing gaps. This was done with the 2% budget guideline (plus growth) recommended by our municipal partners.

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

Appendix 1 ***Draft Creating a Human Resource Action Plan***, September 18, 2019  
Appendix 2 Organization Charts – 2018, December-March 2019, September 2019

### **Submitted by:**

Original Signed by:

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D. Gayle Wood, BES, CMMIII  
Chief Administrative Officer/  
Secretary-Treasurer



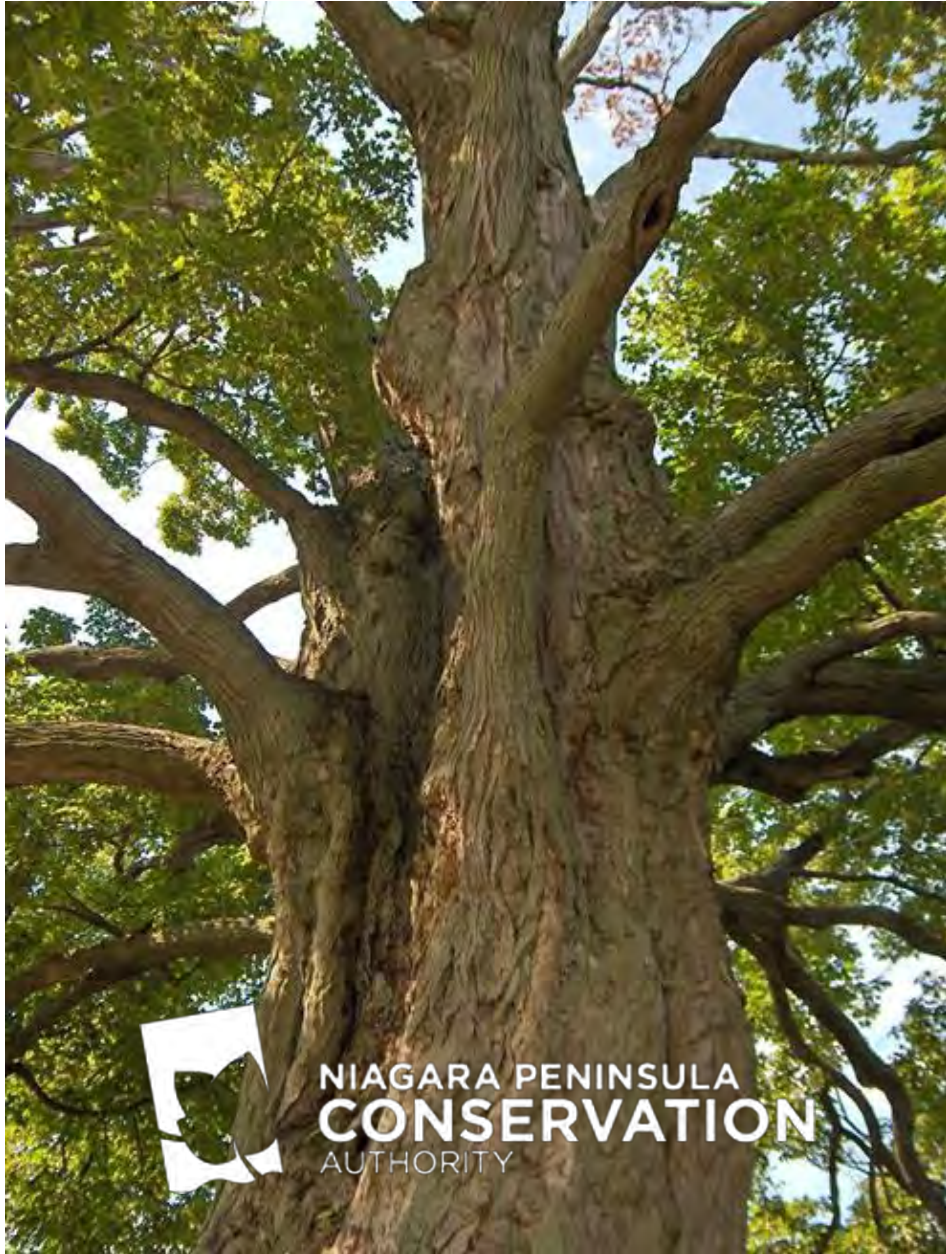


# *Creating a Human Resources Action Plan*

DRAFT

September 18, 2019





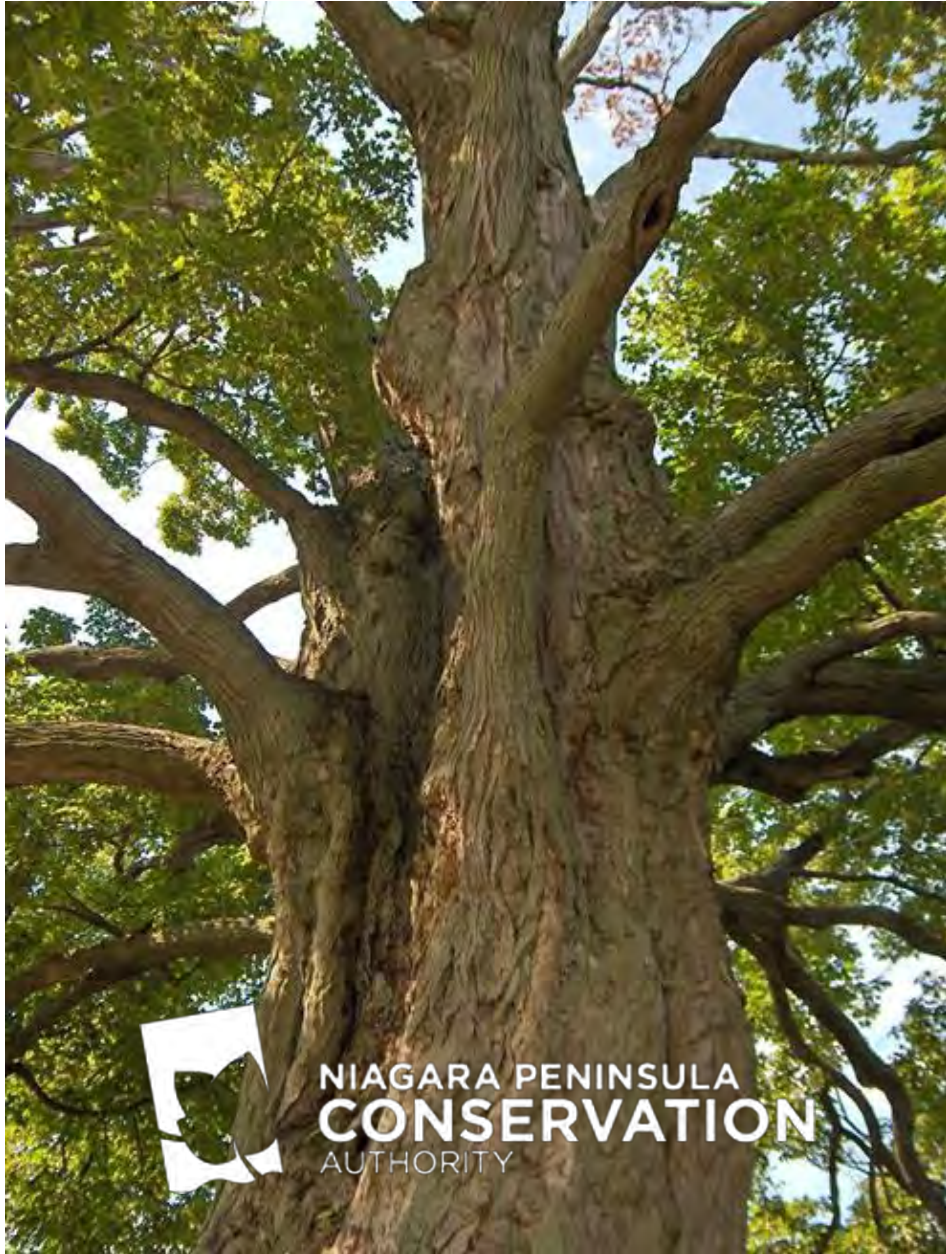
# Auditor General Recommendation

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The Auditor General Of Ontario in her September 2018 Report outlined in **recommendation 10**, the NPCA should:

- Develop a Human Resources Plan that identifies current and future HR needs;
- Review staffing mix to determine appropriate levels of administrative/corporate support staff;
- Base future HR decisions on the HR Plan;
- Provide information on planned restructuring, including financial implications to the Board.





# Auditor General Recommendation

The Auditor General Of Ontario in her September 2018 Report outlined in **recommendation 19** the NPCA should :

- Develop and implement an action plan to address workplace concerns;
- Present this action plan and related timeline to the NPCA Board of Directors for review and approval;
- Report on its progress in implementing the actions with the approved timeline.

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**To respond to the Auditor General’s recommendation the Chief Administrative Officer invited staff to assist in creating our Human Resources Action Plan.**

**Staff were:**

*“Invited to Participate” – Launch of NPCA Review on March 24, 2019.*

*Staff were asked to assess the current organization and provide input and outline workplace concerns.*

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Step 1 – Staff Input



NIAGARA PENINSULA  
**CONSERVATION**  
AUTHORITY

A background image of a lake with a boat, heavily faded to serve as a backdrop for the text.

# Staff Response to the CAO

17 written submissions

9 meetings with individual staff

8 specific questions



# Comments and Response To Date

Locked Office Doors	Most now open except HR and Finance
Lack of fair hiring practices	New approved policies on recruitment/promotion
Senior positions without direct reports	Most senior positions have direct reports, except HR
Need new restoration division	Division created – 2 staff added – 1 proposed 2020
When will Authority correct the positions change made by the former Interim CAO?	Senior position created by Interim CAO eliminated in July - Car allowances also eliminated
Too many Senior Management positions	Management positions have been trimmed and new, front line delivery positions created
Roles of Administrative Assistants need defining	EC to CAO position is being recruited. Interviews with AA's will follow in September regarding roles.
We should have 2 Senior Watershed Planners	New titles are being vetting with the union
New watershed planning positions required	Two new positions have been hired
Collective Agreement is overdue	Collective Agreement has been approved by union staff and the Authority Board

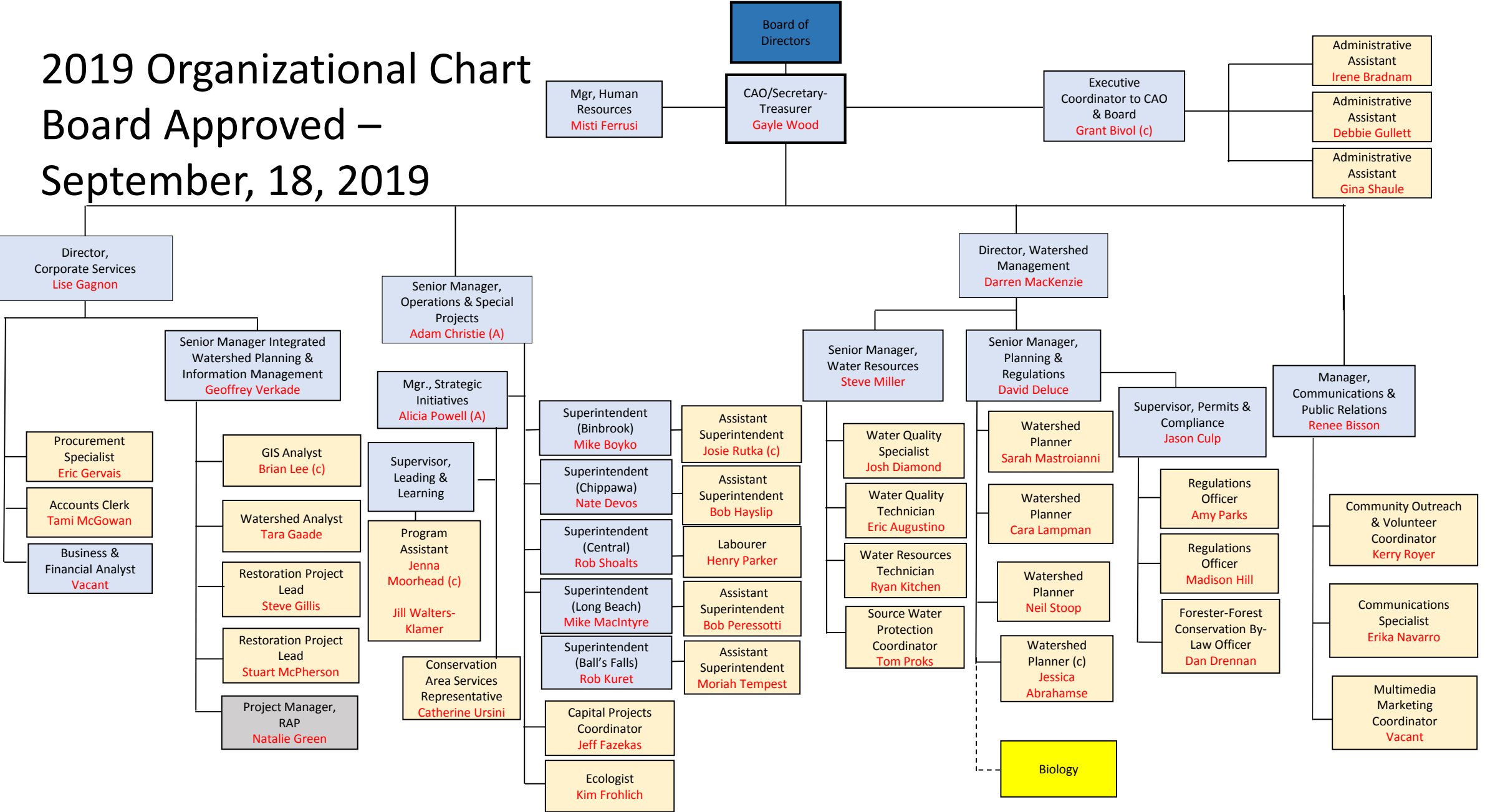


# Comments and Responses To Date

Need new Job Descriptions	Underway – including any job re-grading and consultation with the union
Some positions have duplication	New Job Descriptions have addressed this
Lands should be a Stand Alone Department	5 Departments now exist – Corp Services, Watershed, Lands, Communications and Office of the CAO
Multi Media specialist needed in Communications	Position created and advertised
No consensus on amalgamation of communications and education programs	Will continue to access – programs remain in 2 Departments – Lands and Communications
Too much senior management in Communications	Two senior positions eliminated
GIS/IT and HR should not report to Communications	Both portfolios have been re-aligned to Corporate Services and Office of the CAO
Organization Charts need regular updates	This is ongoing through HR
Need seasonal positions at the 4 Conservation Areas	Collective Bargaining was successful in this regard

# 2019 Organizational Chart

## Board Approved – September, 18, 2019



STAFFING GAPS IDENTIFIED	2020 BUDGET PROPOSED
Enforcement	Proposed for 2020 Operating Budget
Planning Technician/Administration	Proposed for 2020 Operating Budget
Corporate Services Finance	Partially covered in new Business and Financial Analyst
One Additional Restoration Staff	Proposed for 2020 Operating Budget

# High Priority Concerns Identified from April Organizational Review

Operating in Silos need improved communications	(Communications)
Need staff cross training	(Customer Service)
Need new Strategic Plan and Vision	(Engagement)
Consider compressed work weeks and flex hours	(Employment Conditions)
Need to move to culture of engagement	(Organization and Culture)
Team and Staff Meetings need to be re-enforced	Regular EMT meetings and Monthly Staff meetings now in effect. (Communications)
Workload and Staff Gaps Need Addressing	(Growth and Development)
No comments provided by staff on Health and Safety	CAO currently involved in Health and Safety Update

# Staff Workshop – August 16, 2019 Questions – Human Resources Action Plan to September Board of Directors

- 1. What positive actions have been taken to identify workplace issues and concerns? What still needs to be addressed?
- 2. Identify your priorities of concerns arising from the Staff Realignment Review:
  - Communications
  - Customer Service
  - Engagement
  - Health and Safety
  - Employment Conditions
  - Organization and Culture
  - Growth and Development
- 3. Top 4 Priorities – Top 4 Actions

# Staff Identified Positives which have Occurred

- Updated HR policies and procedures have been approved
- More professional and respectful work environment
- Bringing back staff that were laid off
- Quality work is being produced by all
- Good staff morale
- No negative rumours or news among staff
- Improved media relations
- Strong leadership is now in place



# Staff Identified What Needs Improvement?

- Teamwork
- Need new Strategic Plan
- Greater Efficiency/Communications across Departments
- Field staff involvement in meetings
- Regular Staff Meetings - “Lunch and Learns”
- Use of Microsoft Teams
- New Records Management System
- Updated Master Plans and Watershed Plans
- NPCA Website continuous improvement

# Rank Top 4 Staff Priorities for discussion and action:

1. Organization and Culture
2. Employment Conditions
3. Customer Service
4. Communication
5. Growth and Development
6. Health and Safety
7. Engagement

# Organization and Culture Recommendations

- Develop new Strategic Plan with new vision and input from Board and staff
- Work with Niagara Region on the Watershed Plan
- Develop a NPCA Sustainability Strategy and incentives
- Establish a Organizational Culture Vision and Value Statement
- Update Conservation Areas Master Plans
- Continued committed leadership
- Annual organization training and development
- Develop “Corporate Culture” Plan for staff

# Employment Conditions Recommendations

- New Building - meeting spaces, new phones system, vehicles, equipment
- Continued improvement to website (also see communications)
- Work/life balance - compressed work weeks/work from home options
- Branding new uniforms
- Ensure New filing system and organized work spaces
- Strong employment conditions (collective bargaining/policies/Job Descriptions)
- Review on-boarding and exit procedures
- Team building training

# Customer Service Recommendations

- Update Customer Service Charter, Strategy and Feedback system
- Shared Calendar system to track time off/events attended
- Continuous improvement of website (also see communications)
- Establish organizational response system to receiving complaints

# Communications Recommendations

- Continuous updating of website including staff directory and board/staff photos
- Educate on various staff roles
- Better system to ensure Communications Department can service all departments
- Continue dialogue and understanding of Bill 108
- Continued communication from upper management
- Training on “breaking down silos”
- Initiate “Lunch and Learns”



# Communications Recommendations, cont.

- Process map training on Board reports
- Board protocol training
- Develop Employee Newsletter
- Better use of Microsoft and Office 365 Tools

# SHORT TERM PRIORITIES - 2019

Organization Culture Vision and Value Statement	October 2019	CAO
Continued Committed Leadership – New CAO	December 2019	CAO Committee
Corporate Culture Plan Draft	December 2019	CAO
Continuous website improvements	December 2019	Manager, Communications/ Public Relations
Flex Time/Compressed Work Week consideration	October 2019	HR Manager
Continuous Communications from Senior Management	September 2019 on	CAO/Management Team

# SHORT TERM PRIORITIES - 2019

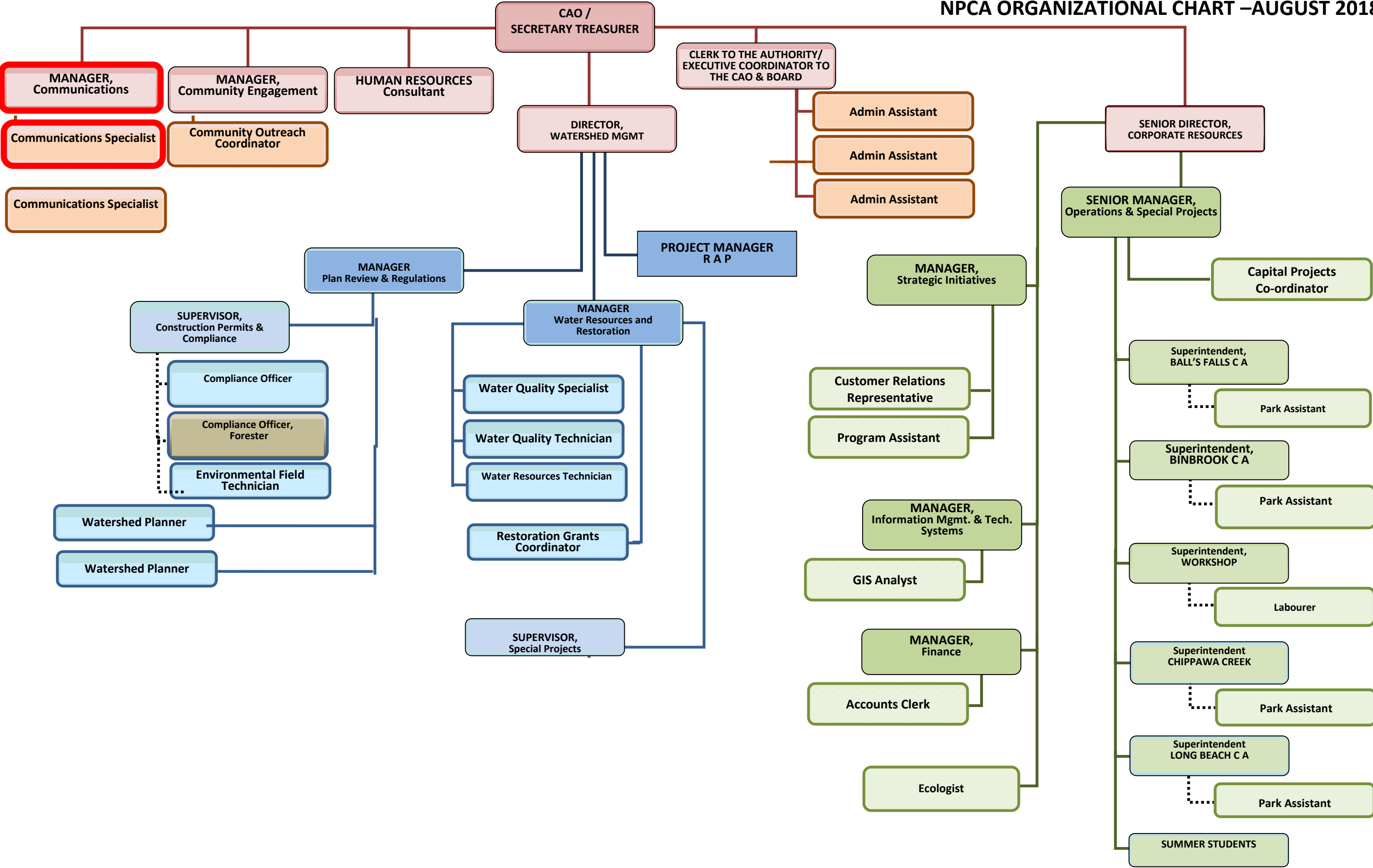
Assist Niagara Region with Watershed Plan	2019 on	Manager, Wa
Annual Training and Development	October 2019 on	CAO/HR Man
NPCA Uniform Branding	December 2019	Managers HR
Strong employment conditions (collective bargaining policies, Job Descriptions	December 2019 on	CAO/HR Man
Review on-boarding and exit interviews	December 2019 on	HR Manager
Lunch and Learns...discuss staff roles	October 2019 on	HR Manager
Continued Dialogue on Bill 108	September 2019 on	CAO
Customer Service Charter Strategy/Feedback	December 2019 on	CAO and Wat
Shared Calendar System	November 2019	GIS/IT
Better Use of Microsoft and Office Tools	September 2019 on	GIS/IIT

# MEDIUM TERM PRIORITIES – 2020 TO 2022

Develop New Strategic Plan	2020	Board of Directors and Staff
Climate Change and Sustainability Strategy	2020	Board of Directors and Staff
Update Conservation Area Master Plans	2022	Acting Manager, Strategic Initiatives and Projects
New phone system	2020	Director Corporate Services
Internal Communications Plan (servicing internal departments)	2020	Manager, Communications and Public Relations
Staff Training – “Breaking Down Silos”	2020	HR Manager
Process Map Training – Board Reports	2020	EC to the CAO and Board
Develop Employee Newsletter	2020	Manager, Communications and Public Relations
Organizational Response to Complaints	2020	CAO

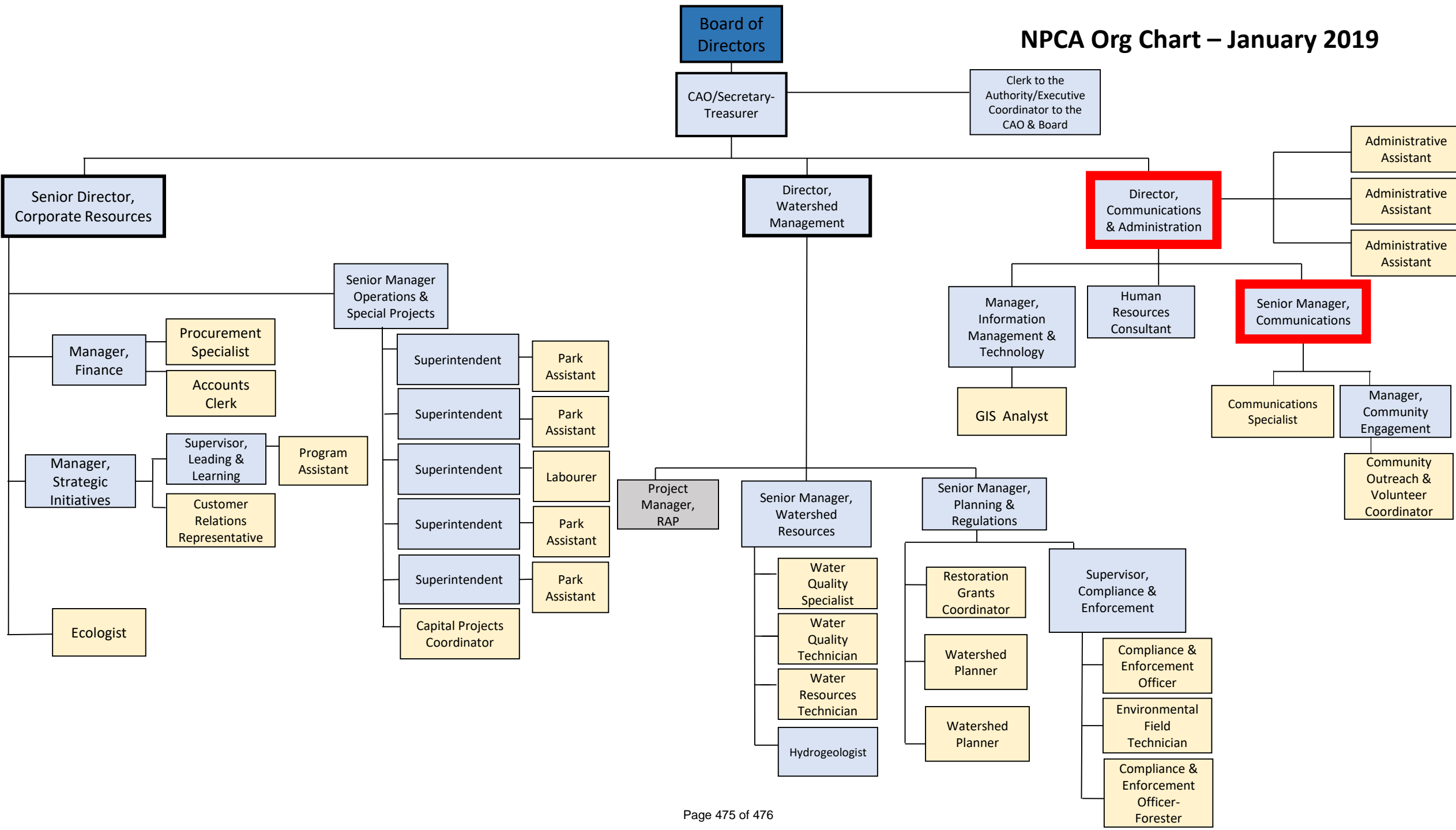
# LONG TERM PRIORITIES – 2023 AND BEYOND

New Filing System	2023	Director Corporate Services
New Headquarters	2025	Director Corporate Services





NPCA Org Chart – January 2019



NPCA Org Chart – September 2019

