

**FULL AUTHORITY MEETING
ON-LINE TELECONFERENCE**

**Thursday, July 16, 2020
9:30 A.M.**

A G E N D A

CALL TO ORDER – ROLL CALL

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

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF MINUTES

- a) Minutes of the Full Authority meeting dated June 18, 2020

Page # 1

- b) Minutes of the Closed Session dated June 18, 2020 (To be provided under separate cover)

4. CORRESPONDENCE

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

Page# 8

5. PRESENTATIONS

6. DELEGATIONS

7. CONSENT ITEMS

- a) FA-30-20 - Human Resources - 2020 Q1 & Q2 update (For Receipt)

Page #11

- b) Report No. FA-38-20 RE: Planning and Regulations Semi-Annual Report (For Receipt)

Page #15

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

Page #24

8. DISCUSSION ITEMS

- a) Report No. FA-35-20 RE: Ducks Unlimited Canada Wetland Memorandum of Agreement 2020 (For Approval)
Page #30
- b) Report No. FA-36-20 RE: Land Care Niagara Tree Planting Memorandum of Agreement 2020 (For Approval)
Page #32
- c) Report No. FA-41-20 RE: FCM Funding – Capital Asset Management Program (For Approval)
Page #34
- d) Report No. FA-43-20 RE: 2022 Wedding Rates (For Approval)
Page #37
- e) Report No. FA-44-20 RE: 2020 Ball's Falls Thanksgiving Festival (For Approval)
Page #44

9. COMMITTEE REPORTS

Minutes of the Public Advisory Committee Meeting dated June 18, 2020 (For Receipt)
Page #52

9.1 Items for Approval of the Board

- a) Report No. FA-34-20 RE: NPCA Public Advisory Committee Report (Terms of Reference and Workplan) (For Approval)
Page #56

10. NOTICES OF MOTION

11. NEW BUSINESS

- a) Verbal Update from the C.A.O regarding COVID Pandemic

12. CLOSED SESSION

- a) A proposed or pending acquisition or disposition of land by the NPCA (Verbal)
- b) Personal matters about identifiable individual(s), including NPCA employees (To be circulated under separate cover)

13. ADJOURNMENT

**FULL AUTHORITY
ONLINE TELECONFERENCE
MEETING MINUTES
Thursday June 18, 2020
9:00 A.M.**

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

MEMBERS PRESENT:

B. Johnson (Chair)
S. Beattie
R. Brady
D. Bylsma (arrived 9:11 a.m.; departed 10:29 a.m.)
B. Clark
D. Coon-Petersen
D. Cridland
L. Feor
R. Foster (departed 10:32 a.m.)
J. Hellinga
J. Ingrao
K. Kawall
B. Mackenzie
J. Metcalfe
W. Rapley (arrived 9:21 a.m.)
R. Shirton (departed 10:27 a.m.)
E. Smith
B. Steele
B. Wright

MEMBERS ABSENT:

D. Huson
M. Woodhouse

STAFF PRESENT:

C. Sharma, C.A.O. / Secretary – Treasurer
G. Bivol, Executive Co-ordinator to the C.A.O. / Board
A. Christie, Director, Operations and Strategic Initiatives
D. Deluce, Senior Manager, Planning & Regulations
M. Ferrusi, Manager, Human Resources
L. Gagnon, Director, Corporate Services
D. Mackenzie, Director, Watershed Management
S. Miller, Senior Manager, Water Resources
E. Navarro, Communications Specialist
G. Shaule, Administrative Assistant
G. Verkade, Senior Manager, Integrated Watershed Planning / Information Management

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

1. APPROVAL OF AGENDA

Resolution No. FA-72-20

Moved by Board Member Beattie

Seconded by Board Member Brady

THAT the Full Authority Agenda dated June 18, 2020 **BE APPROVED**.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPROVAL OF MINUTES

Approval of the Minutes of the Regular Full Authority meeting dated May 21, 2020

Resolution No. FA-73-20

Moved by Board Member Clark

Seconded by Board Member Coon-Peterson

THAT the Minutes of the Full Authority meeting dated May 21, 2020 **BE ADOPTED**.

CARRIED

4. CORRESPONDENCE

- a) Correspondence from Conservation Ontario dated May 28, 2020 to Ministers of Finance, Infrastructure and Communities and Environment and Climate Change RE: Conservation Authorities – Implementation Agents for Stimulating a More Resilient, Sustainable and Green Canadian Economy

Resolution No. FA-74-20

Moved by Board Member Cridland

Seconded by Board Member Feor

THAT the correspondence from Conservation Ontario dated May 28, 2020 to Ministers of Finance, Infrastructure and Communities and Environment and Climate Change RE: Conservation Authorities – Implementation Agents for Stimulating a More Resilient, Sustainable and Green Canadian Economy **BE RECEIVED** and **DISTRIBUTED** to Federal Members of Parliament in the NPCA's jurisdiction for their support.

CARRIED

- b) Correspondence from AMO dated May 19, 2020 to the Minister of the Environment, Conservation and Parks RE: Conservation Authorities Next Steps.

Resolution No. FA-75-20

Moved by Board Member Foster

Seconded by Board Member Hellinga

THAT Correspondence from AMO dated May 19, 2020 to the Minister of the Environment, Conservation and Parks **BE RECEIVED** for information.

CARRIED

- c) Correspondence from Conservation Ontario dated June 3, 2020 to the Minister of the Environment, Conservation and Parks RE: Conservation Authorities Next Steps

Resolution No. FA-76-20

Moved by Board Member Foster

Seconded by Board Member Hellinga

THAT Correspondence from Conservation Ontario dated June 3, 2020 to the Minister of the Environment, Conservation and Parks **BE RECEIVED** for information.

CARRIED

5. PRESENTATIONS

None.

6. DELEGATIONS

None.

7. CONSENT ITEMS

- a) Report No. FA-28-20 RE: Lakewood Beach Development – Board Update

Resolution No. FA-77-20

Moved by Board Member Ingrao

Seconded by Board Member Kwall

THAT Report No. FA-28-20 RE: Lakewood Beach Development - Board Update **BE RECEIVED**.

CARRIED

Resolution No. FA-78-20

Moved by Board Member Cridland

Seconded by Board Member Bylsma

THAT staff **EXPLORE** Lake Erie erosion and monitoring strategies and **BRING** a report back to the Board.

CARRIED

- b) Report No. FA-31-20 RE: COVID-19 – Financial Impact and Recovery Planning – YTD May 2020 - Member Foster requested financial projections best and worst case scenarios to year end. Member Mackenzie assumed chair for following vote.

Resolution No. FA-79-20

Moved by Board Member Bylsma

Seconded by Board Member Metcalfe

THAT Report No. FA-31-20 RE: Covid-19 – Financial Impact and Recovery Planning YTD– MAY-2020 **BE RECEIVED**.

CARRIED

- c) Report No. FA-33-20 RE: Acquisition of Land 5050 Harrison Road, Binbrook Conservation Area, City of Hamilton.

Resolution No. FA-80-20

Moved by Board Member Rapley

Seconded by Board Member Shirton

THAT Report No. FA-33-20 RE: Acquisition of Land at 5050 Harrison Road, Binbrook Conservation Area, City of Hamilton **BE RECEIVED** for information.

CARRIED

8. DISCUSSION ITEMS

- a) Report No. FA-32-20 RE: 2020 Capital – Contract Award – Long Beach Comfort Station

Resolution No. FA-81-20

Moved by Board Member Steele

Seconded by Board Member Smith

1. **THAT** Report FA-32-20 RE: Capital Contract Award – Long Beach Comfort Station **BE RECEIVED** for information.
2. **THAT** capital contract award Purchase Requisition #087 issued to Duomax Development Ltd. in the amount of \$361,000 plus HST **BE APPROVED**.
3. **AND FURTHER THAT** staff **BE AUTHORIZED** to execute all necessary documents as appropriate.

CARRIED

9. COMMITTEE ITEMS

Approval of the Minutes of the Governance Committee Meeting dated June 8, 2020

Resolution No. FA-82-20

Moved by Board Member Kawall

Seconded by Board Member Wright

THAT the minutes of the Governance Committee Meeting dated June 8, 2020 **BE RECEIVED**.

CARRIED

9.1 Items for Approval of the Board

- a) Report No. GC-02-20 RE: Governance Committee Terms of Reference and 2020 Work Plan

Resolution No. FA-83-20

Moved by Board Member Beattie

Seconded by Board Member Brady

1. **THAT** Report No. GC-02-20 RE: Governance Committee Terms of Reference and 2020 Work Plan **BE RECEIVED**.
2. **THAT** the proposed changes to the Governance Committee Terms of Reference attached as Appendix 1 to Report No. GC-02-20 **BE APPROVED**.
3. **THAT** the 2020 Governance Committee Annual Work Plan - 2020 attached as Appendix 2 to Report No. GC-02-20 **BE APPROVED**.
4. **THAT** the final Governance Committee Terms of Reference **BE APPENDED** to the updated NPCA Administrative By-Law to be presented for Board approval in 2020.
5. **AND FURTHER THAT** until the approval of the updated Administrative By-Law and associated Terms of Reference, the Governance Committee **CONTINUE** to conduct its business per existing Terms of Reference dated April 17, 2019.

CARRIED

b) Report No. GC-03-20 RE: Board Training

Resolution No. FA-84-20

Moved by Board Member Clark

Seconded by Board Member Coon-Petersen

1. **THAT** Report No. GC-03-2020 RE: Board Training- Member Feor requested that inclusivity and diversity training be incorporated into future training modules **BE RECEIVED**.
2. **AND THAT** the Chief Administrative Officer / Secretary-Treasurer **BE DIRECTED** to prioritize educational sessions for the Board of Directors in the following areas for 2020 and into 2021 as required:
 - Conflict of Interest,
 - Code of Conduct,
 - Floodplain Mapping,
 - Administrative By-Law,
 - The NPC Foundation and
 - Levy Training.

CARRIED

c) Report No. GC-04-20 RE: Per Diem and Honourarium Update

Resolution No. FA-85-20

Moved by Board Member Cridland

Seconded by Board Member Feor

1. **THAT** Report No. GC-04-20 RE: Per Diem and Honourarium Update **BE RECEIVED**.
2. **THAT** the proposed changes to the Per Diem and Honorarium section of the NPCA Administrative By-Law attached as Appendix 1 to Report No. GC-04-20 **BE APPROVED**.
3. **THAT** the information contained within Appendix 1 of Report No. GC-04-20 **BE INCLUDED** to the updated Administrative By-Law to be presented for Board approval in 2020.
4. **AND FURTHER THAT** the approved amendments to the Per Diem and Honourarium Update **BE FORWARDED** to the Full Authority Board for immediate adoption.

CARRIED

10. NOTICES OF MOTION

- a) Motion of Reconsideration for Delegations at Electronic Meetings of the Board by Member Kawall (per Recommendation GC-24-20 from the Governance Committee Minutes dated June 8, 2020).

Resolution No. FA-86-20

Moved by Board Member Foster

Seconded by Board Member Kawall

THAT provision number three of Resolution No. FA-38-20 with respect to written delegations only at online meetings of the Board **BE BROUGHT FORWARD** for reconsideration.

CARRIED

Resolution No. FA-38-20 (Clause No. 3)

Moved by Board Member Kawall

Seconded by Board Member Smith

THAT in a Declared State of Emergency, unless under extenuating circumstances as otherwise determined by the Chair in consultation with the C.A.O. / Secretary -Treasurer, any and all Delegations to the Board **SHALL BE** only in the form of written submissions.

DEFEATED

Resolution No. FA-87-20

Moved by Board Member Kawall

Seconded by Board Member Smith

THAT in a Declared State of Emergency when electronic meetings are convened, unless under extenuating circumstances as otherwise determined by the Chair in consultation with the C.A.O./ Secretary - Treasurer, any and all Delegations to the Board **SHALL BE** in the form of:

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

CARRIED

11. NEW BUSINESS

None.

12. CLOSED SESSION

- a) Personal matters about an identifiable individual including NPCA employees.

Resolution No. FA-88-20

Moved by Board Member Cridland

Seconded by Board Member Feor

THAT the meeting of the Board of Directors of the Niagara Peninsula Conservation Authority **CONVENE** in closed session at 10:40 a.m. in accordance with Section 11.1 of the NPCA Administrative By-law for the discussion on personal matters about identifiable individual(s), including NPCA employees.

CARRIED

Resolution No. FA-89-20
Moved by Board Member Cridland
Seconded by Board Member Feor

THAT the meeting **RECONVENE** in open session at 12:05 p.m..

CARRIED

13. ADJOURNMENT

Resolution No. FA-90-20
Moved by Board Member Cridland
Seconded by Board Member Feor

THAT the Full Authority Meeting **BE ADJOURNED** at 12:06 p.m..

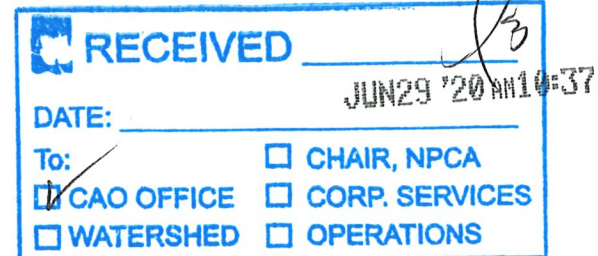
CARRIED

Brenda Johnson
Chair
Niagara Peninsula Conservation Authority

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

June 25, 2020

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1



Dear Premier:

RE: Support for Conservation Authorities

Please be advised that on June 16, 2020, Haldimand County Council adopted the following resolution:

1. WHEREAS Haldimand County is a member of the Grand River, Long Point Region and Niagara Peninsula Conservation Authorities (CAs) and is represented on their Board(s) of Directors;
2. AND WHEREAS the municipally appointed Board of Directors determines the policies, priorities and budget of the CAs;
3. AND WHEREAS Haldimand County has been well served by the Grand River, Long Point Region and Niagara Peninsula CAs;
4. AND WHEREAS the Grand River, Long Point Region and Niagara Peninsula CAs are watershed based organizations providing programs and services that contribute to a safer, sustainable environment and address climate change;
5. AND WHEREAS the CAs have flood management programs employing a watershed-based approach that monitors stream flow, water levels and climatic conditions, forecasts flooding, issues flood warnings, regulates development activities in natural hazards, educates the public about flooding, operates flood management infrastructure, protects natural cover and manages stormwater that helps reduce the impacts of flooding;
6. AND WHEREAS Haldimand County has experienced recent disastrous and unprecedented flooding, with indications that these inundations may constitute the new normal, making the programs of the CAs all the more important;
7. AND WHEREAS the CAs are partners with municipalities in developing the science and policy to manage drinking water source protection;

8. AND WHEREAS the CAs own, manage and operate a valuable network of conservation areas that provide access to green space and family friendly recreation activities for our growing communities, contributes to the local economy, provides jobs for youth and promotes health and wellness for our residents. It also provides outdoor experiential education to local school children and encourages communities to embrace and value our natural and scenic assets;
9. AND WHEREAS the CAs undertake tree planting and landscape restoration and aid landowners to make changes on their properties in support of naturalization or water quality protection within their watersheds;
10. AND WHEREAS the CAs provide Haldimand County with technical expertise in support of its planning and infrastructure delivery, education and health programs;
11. AND WHEREAS CAs are important partners in on-the-ground and cost-effective initiatives to address climate change;
12. AND WHEREAS smaller municipalities like Haldimand County do not have capacity or the financial resource to employ staff with the technical expertise that the CAs provide;
13. AND WHEREAS Haldimand County has service agreements with each CA for planning and other services;
14. AND WHEREAS the CA must be able to charge fees, and derive revenue from its facilities, programs and services as appropriate to reduce the burden to the tax levy;
15. AND WHEREAS the Ontario government has cut 50% from their \$7.4 million Natural Hazards Transfer Payment Grant (Section 39) to Ontario conservation authorities that supports flood and erosion control infrastructure, flood forecasting and warning, watershed planning projects and technical studies, and the new act has the effect of downloading additional responsibilities to the CAs to be paid for by municipalities;
16. NOW THEREFORE BE IT RESOLVED THAT Haldimand County Council requests that the Province restore or improve their funding of Conservation Authorities (CAs) to provide a more stable funding base that would prevent any downloading of costs to municipalities and allow maintenance of hazard programs;
17. AND THAT the Province ensures that the programs and services of the CAs maintain their watershed focus and allow for the flexibility of including programs and services important to local circumstances;

18. AND THAT the Province includes experts from CAs, staff of the Ministries of Natural Resources and Forestry, Environment Conservation and Parks, as well as Municipal Affairs and Housing and municipalities when developing the draft regulations;
19. AND THAT the Province not dictate the form, content or duration of the Memorandums of Understanding or agreements, allowing for municipalities to support non-mandatory programs in a manner that suits local circumstances;
20. AND THAT this resolution be forwarded to the Premier; the Minister of the Environment, Conservation and Parks; the Minister of Natural Resources and Forestry; the Minister of Municipal Affairs and Housing; the local MPP; the Grand River, Long Point Region and Niagara Peninsula CAs; Conservation Ontario, and the Association of Municipalities of Ontario.

Should you require further information, please contact the undersigned at 905-318-5932, extension 6349.

Sincerely,



Evelyn Eichenbaum

Manager, Citizen & Legislative Services/Clerk

EE/tc

cc The Honourable Jeff Yurek, Minister of the Environment, Conservation and Parks
 The Honourable John Yakabuski, Minister of Natural Resources and Forestry
 The Honourable Steve Clark, Minister of Municipal Affairs and Housing
 Toby Barrett, MPP, Haldimand & Norfolk
 Grand River Conservation Authority
 Long Point Region Conservation Authority
 Niagara Peninsula Conservation Authority
 Conservation Ontario
 Association of Municipalities of Ontario

Report To: Board of Directors

Subject: Human Resources - 2020 Q1 & Q2 Update

Report No: FA-30-20

Date: July 16, 2020

Recommendation:

THAT Report No. FA-30-20 RE: Human Resources - 2020 Q1 & Q2 Update **BE RECEIVED.**

Purpose:

The purpose of this report is to provide the Board an update of HR actions during the first half of 2020.

Background:

The Auditor General's Special Report recommended that the Board be updated regularly on program areas including Human Resources.

Discussion:

Recruitment and Selection

The NPCA has a number of staffing needs as we continue to see elevated levels of service requests and look to continue to offer professional and prompt service to members of the public. We experienced some delays in recruitment due to the COVID-19 pandemic but have resumed hiring through virtual interviews and on-boarding. All vacant positions have been posted in 2020 to allow a fair and equitable recruitment and selection process in line with the NPCA Recruitment and Selection Policy. The Collective Bargaining Agreement requires consideration of bargaining unit employees for union positions prior to considering external candidates.

- Seasonal/Student positions (multiple vacancies) – Internal and external competition
 - 374 applications received
 - 40 Successful candidates recruited
- Assistant Superintendent – Internal competition
 - Successful candidate began on June 15, 2020

- Watershed Planner (multiple vacancies) – Internal and external competition
 - Successful internal candidate began on June 15, 2020
 - 100 applications received
 - Interviews in progress
- Ecological Technician – Internal and external competition
 - 118 applications received
 - Successful candidate began on June 15, 2020
- Manager, Conservation Area Services – Internal and external competition
 - 130 applications received
 - Successful candidate began on Mar 8, 2020
- Program Assistant (contract) – Internal competition
 - Successful candidate began on Feb 22, 2020
- GIS Administrator – Internal competition
 - Successful candidate began on Jan 31, 2020
- Labourer – Internal competition
 - Successful candidate began on Jan 6, 2020
- Director, Operations & Strategic Initiatives – Internal and external competition
 - 76 applications received
 - Successful candidate began on Jan 6, 2020

Departures

During the first half of 2020, NPCA had one employee depart for a promotional opportunity.

Upcoming Recruitment

A Restoration Technician position identified within the 2020 budget growth is currently being finalized for upcoming recruitment.

Further organizational review has resulted in consideration of other support positions including a Senior Planning Ecologist and Policy Planner to be recruited in the near future. Additional needs for planning positions are currently under review.

Employee/Labour Relations

NPCA continues to operate under the 2019-2021 Collective Agreement.

No grievances/complaints have been filed in 2020 to date with continued relationship building occurring between the employer, employees and union.

A successful planning secondment was executed with the Union and a neighboring Conservation Authority to assist with increased workloads. Additionally, the NPCA initiated measures beyond the

obligations of the Collective Agreement for the health and safety of our seasonal staff during COVID by proposing a Memorandum of Agreement is being executed with the Union regarding temporary accrual of sick time for seasonal employees during the current pandemic.

Organizational concerns identified by staff in 2019 have been addressed with 100% of short-term priorities either completed or in progress including updated job descriptions and increased organizational communication. Over 75% of medium-term priorities have been either completed or are in progress including initiation of the Strategic Planning process and execution of an updated phone system.

In March 2020, a staff survey was launched gauging employee feedback specifically regarding NPCA's reaction to the pandemic, which resulted in a positive feedback and a 75% response rate. A more elaborate employee feedback survey will be conducted in the second half of 2020 to gain an update on strengths and opportunities within the workplace from the employee perspective.

Performance Management

Annual performance reviews for staff have been occurring regularly in line with the Performance Review Policy with 50% of staff reviews completed or in progress to date. In 2020, the NPCA initiated goal setting across the organization to assist in organizational effectiveness, coordination and employee development.

Health & Safety

The Joint Occupational Health and Safety committee (JOHSC) has focused on workplace inspection procedures to ensure that all inspections are occurring regularly and address all required areas. With the assistance of staff members, a vehicle circle check app was produced for ease of performing safety checks on vehicles. With a renewed commitment of the NPCA to support leadership in innovation and build staff morale, the app was presented to Conservation Ontario CAO's with an offer to support other Conservation Authorities. The NPCA is currently helping to successfully disseminate this technology to other Conservation Authorities.

The JOHSC has also been heavily involved in the production and recommendation of safety protocols as they relate to the pandemic. The committee is currently performing a workplace risk identification and assessment exercise as it relates to COVID-19 and will be making recommendations on how to proceed in the future regarding the health and safety of employees as it relates to COVID-19.

Financial Implications:

All Human Resources decisions are considered within the approved budgets. Additional financial implications related to the Pandemic are captured within the COVID-19 Financial Impact report.

Links to Policy/Strategic Plan:

As a good governance and administrative practice, this report provides updates to the Board on Human Resources practices within the NPCA.

Authored by:

Original Signed by:

Misti Ferrusi, BA, CHRL
Manager, Human Resources

Submitted by:

Original Signed by:

Chandra Sharma MCIP RPP
Chief Administrative Officer/Secretary-Treasurer

Report To: Board of Directors

Subject: Planning and Regulations Semi-Annual Update

Report No: FA-38-20

Date: July 16, 2020

Recommendation:

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

Purpose:

The purpose of this report is to update the Board of Directors on the Planning and Regulations activities during the first half of 2020. The reporting of statistics within the Planning and Regulations division is a requirement of the Client Service Standards Document and Conservation Ontario.

Background:

At the May 21, 2020 NPCA Board of Directors meeting, the NPCA Client Service Standards Document was received and adopted under Resolution No. FA-64-20 as follows:

THAT Board APPROVE AND ADOPT Report No. FA-17-20 RE: Final Draft Client Service Standards for Plan and Permit Review guidance document and Appendix 1 as attached thereto;

THAT as part of the operationalization of this document, staff continue to MONITOR the volume of inquiries to determine adequate level of staffing required to meet new standards;

THAT the Permit Review guidance BE INCORPORATED in the proposed NPCA Procedure Manual (to administer the NPCA Policy Document Ontario Regulation 155/06 or as amended);

THAT a new comprehensive fee policy aligned with the new Client Service Standards BE PRESENTED to the Board once the updated Regulation (as part of Bill 108) has been issued;

THAT an interim fee update for 2021 BE PRESENTED for Board approval in Q4 2020;

AND FURTHER THAT NPCA's overall Client Service Delivery Charter BE UPDATED to align with the approved Planning Standards to ensure exceptional customer service organization wide.

Discussion:

The Planning and Regulations section of the Watershed Management Division is responsible for reviewing Planning Act applications, Building Permit applications where there is a feature regulated by the NPCA, and issuing work permits under Section 28 of the Conservation Authority Act.

During the first half of 2020, the NPCA experienced higher than normal volume of planning and permit applications. A total of 376 applications (planning and permits combined) were reviewed during the six month period resulting in heavy workload for the Planning and Permitting team. This is almost a 20 percent increased as compared to 2019 (total of 634 applications for the entire year). Planning and Regulations reviewed 124 *Planning Act* (various type and complexity) and Niagara Escarpment Commission Development Permit applications, 109 Building Permit applications and 45 property information requests. Staff also provided comments on 109 pre-consultation proposals and processed 143 work permits under Section 28. A detailed break-down of these statistics is included in Appendix 1.

Staff also responded to various inquiries from the public and local municipalities, as well as attended weekly consultation meetings with the local municipalities and conducted site inspections where required (Note: Site inspections from late March 2020 to present are conducted only if absolutely necessary and follow appropriate pandemic protocols).

In respect of enforcement activities, the NPCA Regulations team responded to over 70 complaints directly related to permit non-compliance and/or potential violations under Section 28.

Challenges and Measures:

This has been a very busy first half of 2020 with differing challenges to overcome. Not only has the organization had to adapt to working remotely and modifying processes for reviewing information and issuing permissions, the Planning and Regulation team has been short-staffed for the first half of 2020.

Various measures have been implemented to address increased volume of application and staff work-load. These include:

- a) Function of coordinating NPCA work permit reviews is transitioning from the Regulations Officers to the Watershed Planners. This allows for a more streamlined review and frees up the Regulations Officers to focus on permit compliance and enforcement of our regulation under Section 28 of the Conservation Authorities Act;
- b) Recruitment is completed for Ecology Technician Position to support planning and permit review;
- c) A short-term secondment was secured from Grand River Conservation Authority;
- d) Watershed planning positions are currently being recruited; and
- e) Further review has resulted in consideration of other support positions including a Senior Planning Ecologist, Policy Planner to be recruited in the near future. Additional needs for planning positions is currently under review.

Upon completion of staff recruitment, staff training in Client Services Requirements will be arranged. NPCA also plans to launch a process to develop strategies for ongoing improvements in client service.

Financial Implications:

All works carried out during the first half of 2020 were part of the approved 2020 budget.

Links to Policy/Strategic Plan:

Works conducted within the Planning and Regulations section of Watershed Management during the first half of 2020 are either part of our mandate under the Conservation Authorities Act or in relation to Memorandums of Understanding/Agreement.

Related Reports and Appendices:

Appendix 1 – Planning and Permitting First Half Statistics

Authored by:

Original Signed by:

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

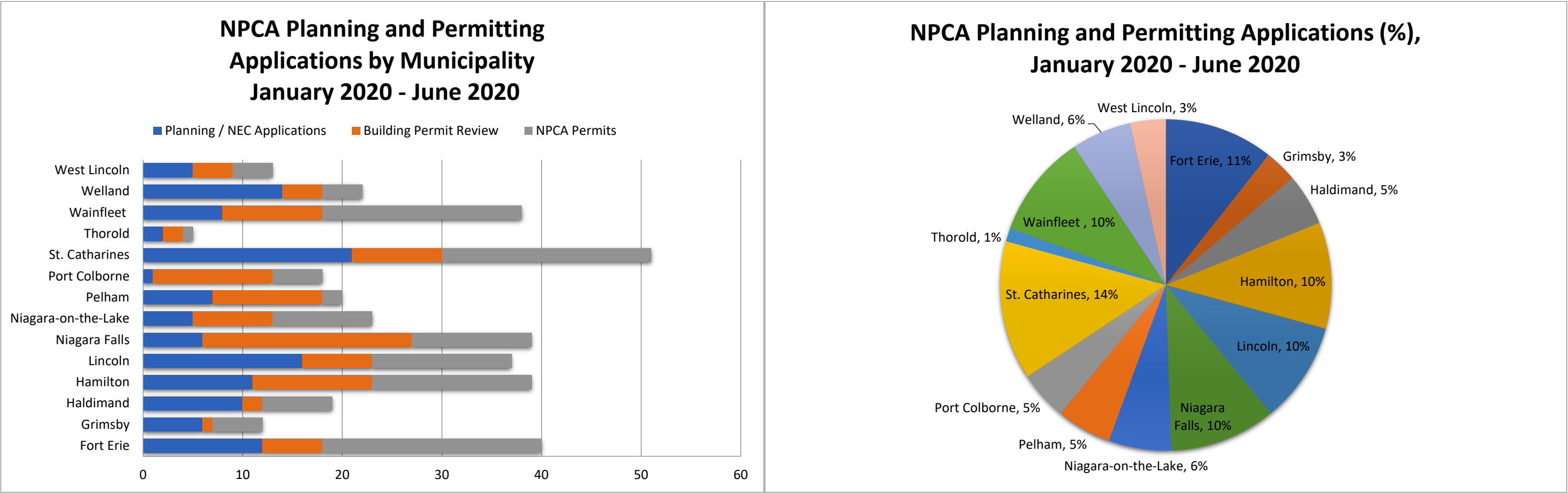
Submitted by:

Original Signed by:

Chandra Sharma MCIP RPP
Chief Administrative Officer/Secretary-Treasurer

Appendix 1 – Planning and Permitting First Half Statistics

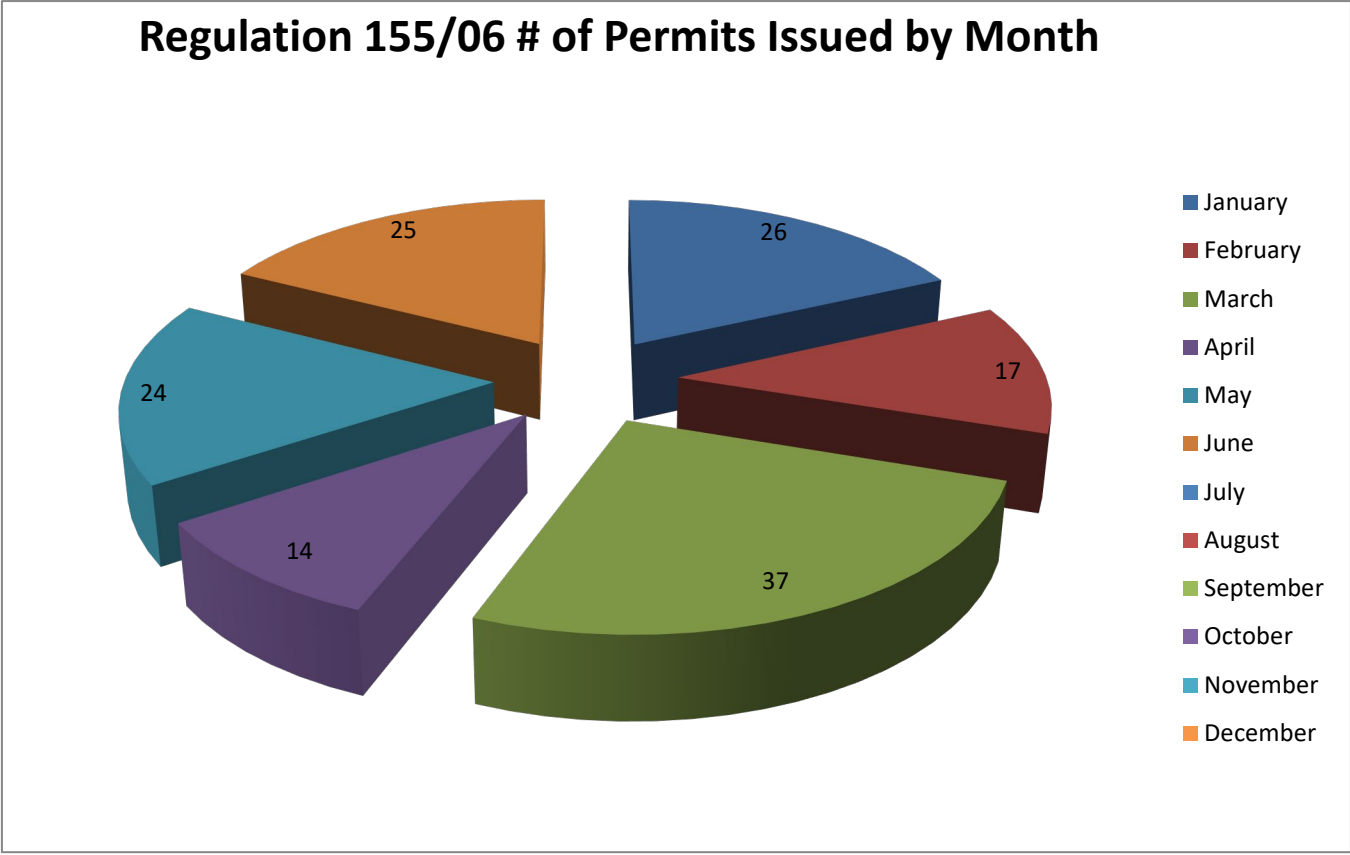
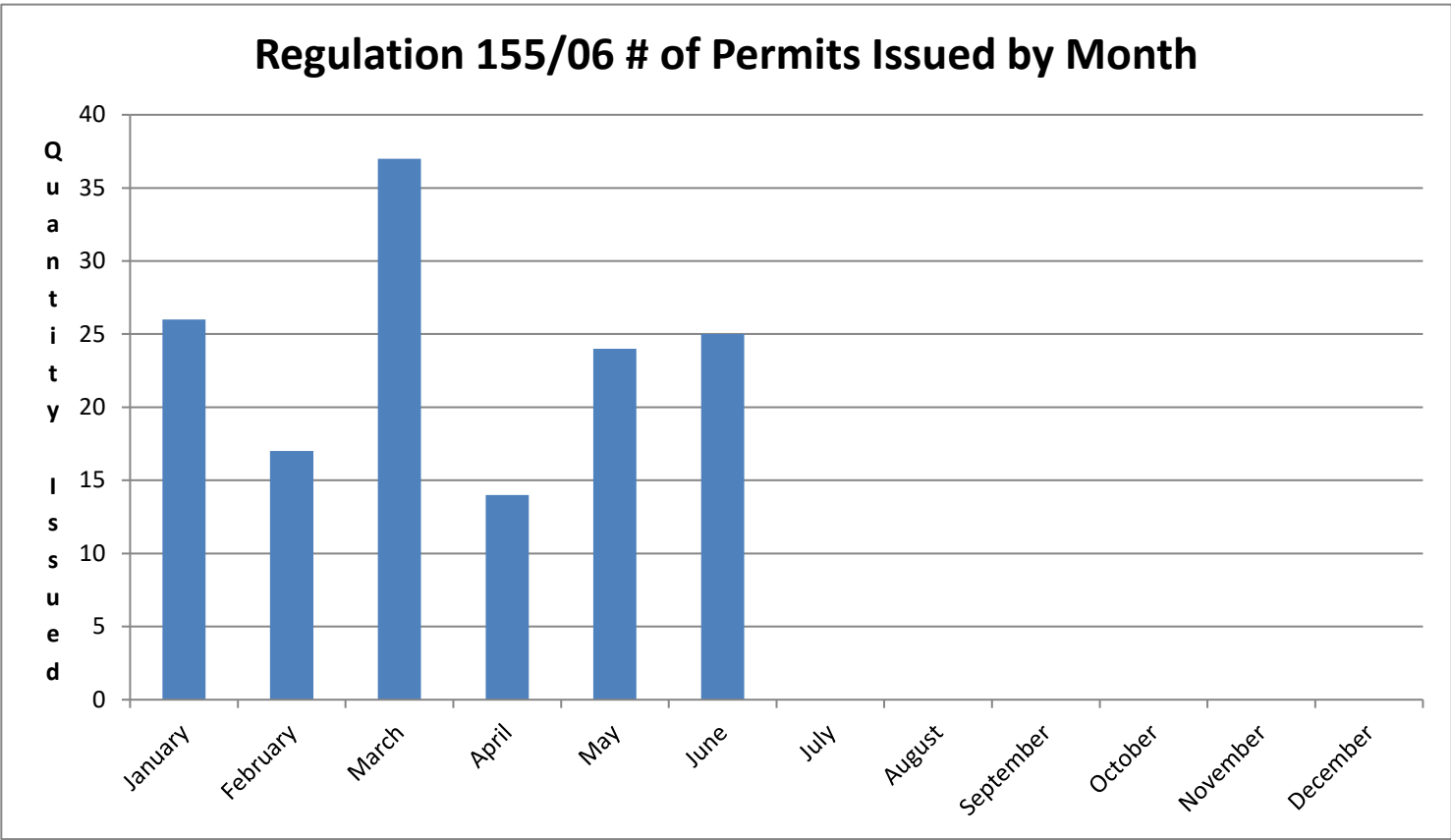
PLANNING AND PERMITTING COMBINED APPLICATIONS JANUARY 2020 – JUNE 2020



Municipality	Planning / NEC Applications	Building Permit Review	NPCA Permits	Total	%
Fort Erie	12	6	22	40	11%
Grimsby	6	1	5	12	3%
Haldimand	10	2	7	19	5%
Hamilton	11	12	16	39	10%
Lincoln	16	7	14	37	10%
Niagara Falls	6	21	12	39	10%
Niagara-on-the-Lake	5	8	10	23	6%
Pelham	7	11	2	20	5%
Port Colborne	1	12	5	18	5%
St. Catharines	21	9	21	51	14%
Thorold	2	2	1	5	1%
Wainfleet	8	10	20	38	10%
Welland	14	4	4	22	6%
West Lincoln	5	4	4	13	3%
Total	124	109	143	376	100%

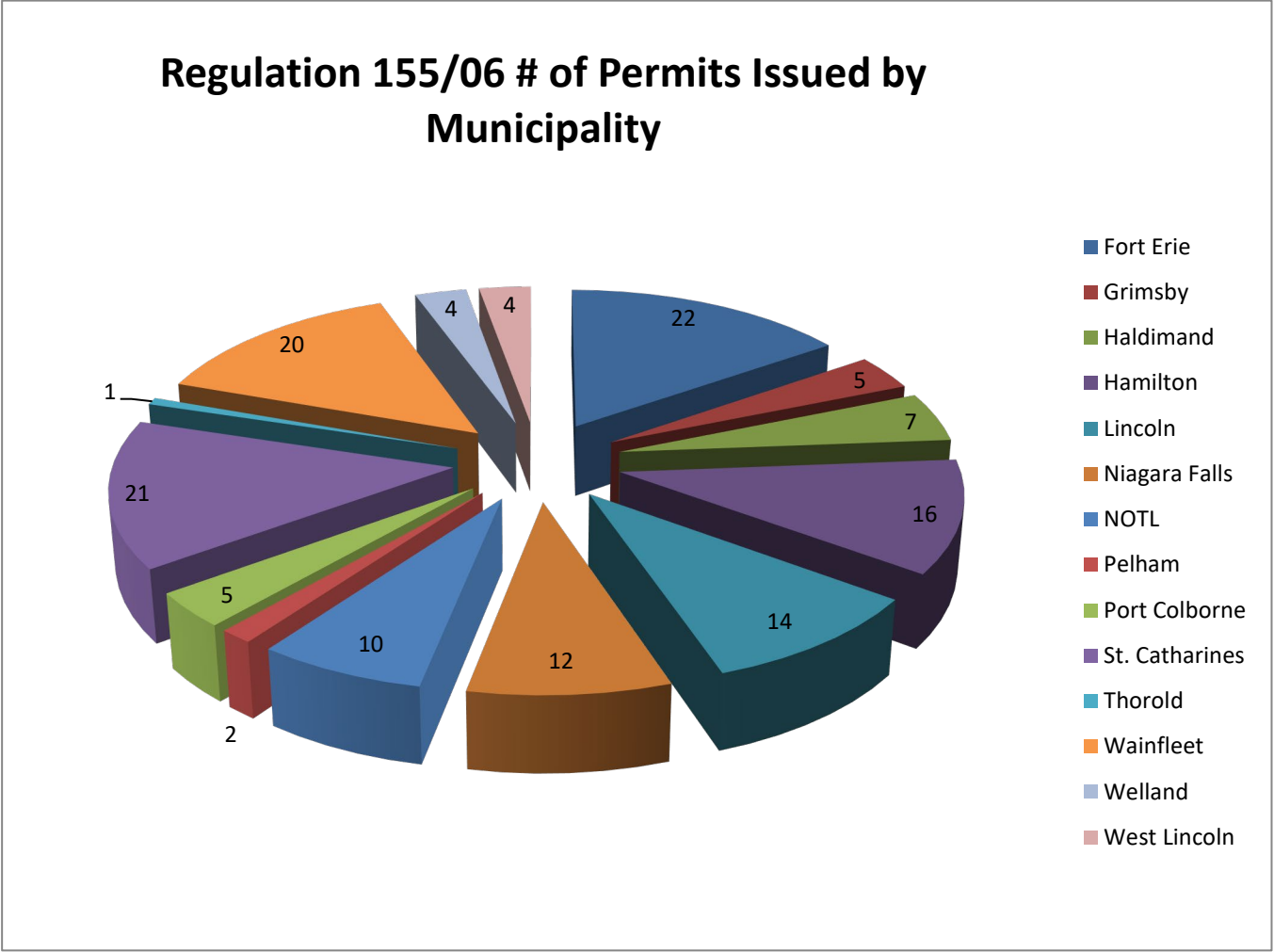
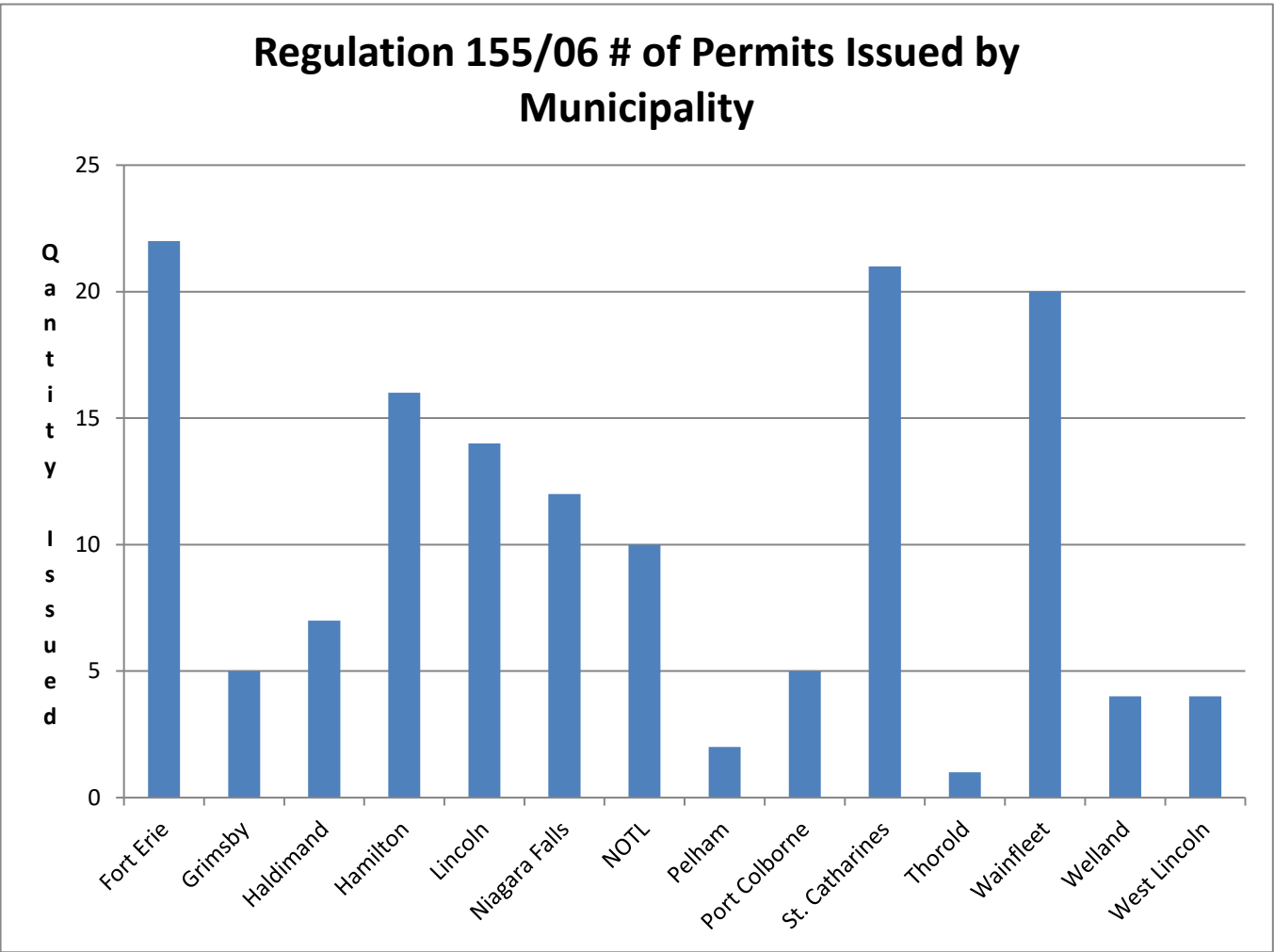
REGULATION 155/06 PERMITS ISSUED BY MONTH

Month	# of Permits Issued	% of Permits/Month
January	26	18%
February	17	12%
March	37	26%
April	14	10%
May	24	17%
June	25	17%
July		0%
August		0%
September		0%
October		0%
November		0%
December		0%
Total Issued	143	100%



REGULATION 155/06 PERMITS ISSUED BY MUNICIPALITY

Municipality	# of Permits Issued	% of Permits
Fort Erie	22	15%
Grimsby	5	3%
Haldimand	7	5%
Hamilton	16	11%
Lincoln	14	10%
Niagara Falls	12	8%
NOTL	10	7%
Pelham	2	1%
Port Colborne	5	3%
St. Catharines	21	15%
Thorold	1	1%
Wainfleet	20	14%
Welland	4	3%
West Lincoln	4	3%
Total Issued	143	100



PERMIT PROCESSING TIME FROM APPLICATION SUBMISSION

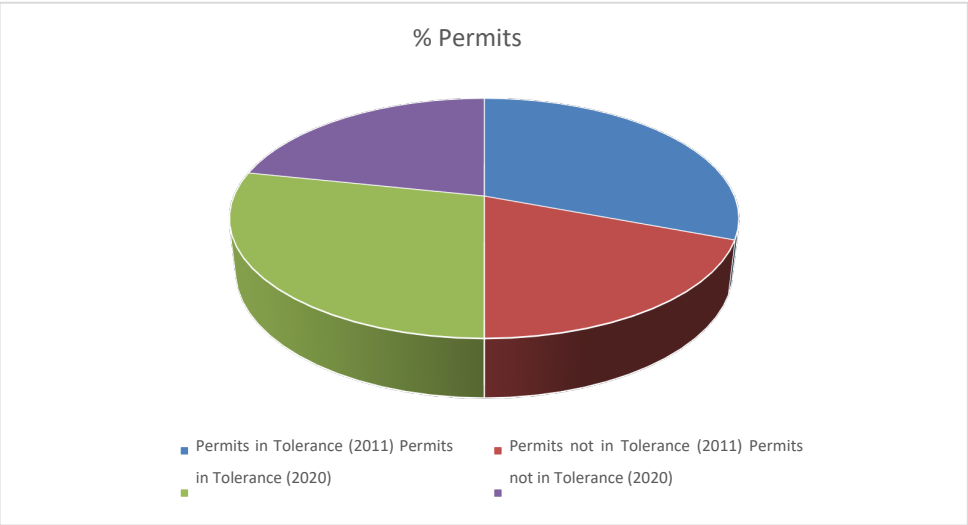
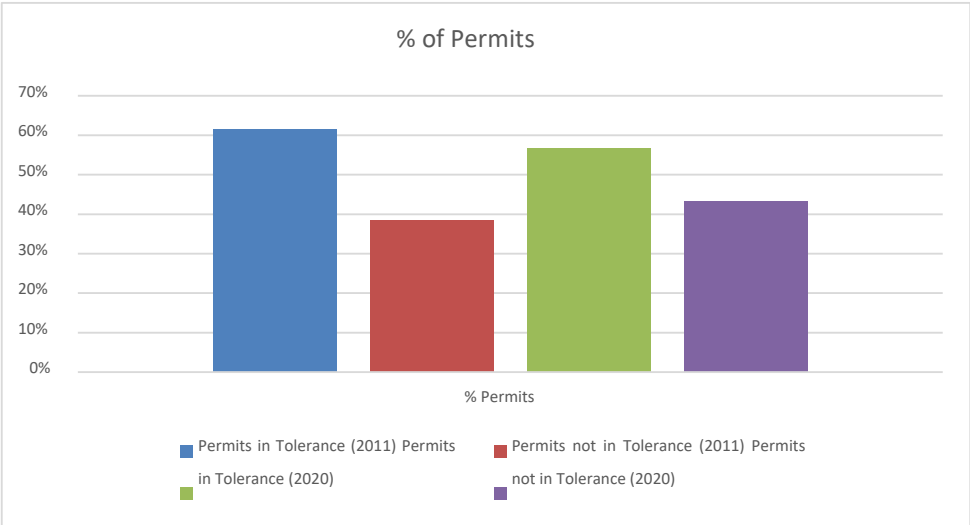
MNRF 2011 TIMELINES		
Number of Days	# of Permits Issued	% of Permits
1-10 Days	49	34%
11-20 Days	21	15%
21-30 Days	18	13%
30+ Days	55	38%
Total Reviews	143	100%
Total Review Days	4529	
Avg. Process Time	32	

NEW CO CLIENT SERVICE TIMELINES		
Number of Days	# of Permits Issued	% of Permits
1-14 Days	58	41%
15-21 Days	16	11%
22-28 Days	13	9%
28+ Days	56	39%
Total Reviews	143	100%
Total Review Days	4529	
Avg. Process Time	32	

NEW CO CLIENT SERVICE TIMELINES BASED ON PERMIT TYPE					
Number of Days	# of Permits Issued Based on Type within Guideline	# of Permits Issued Based on Type outside of Guideline	Total # of Permits Issued Based on Type	% of Permits in Tolerance	% of Permits not in Tolerance
1-14 Days Routine Permit	9	6	15	60%	40%
15-21 Days Minor Permit	29	28	57	51%	49%
22-28 Days Major Permit	43	28	71	61%	39%
Total Reviews	81	62	143	57%	43%
Total Review Days	765	3764	4529		
Avg. Process Time	9	61	32		

NPCA WORK PERMIT PROCESSING TIME						
	2020 1st Half	2020 2nd Half	2020 Year End	2019 1st Half	2019 2nd Half	2019 Year End
Total Reviews	143	N/A	N/A	127	155	282
Total Review Days	4529	N/A	N/A	2104	4836	6940
Average Review Days	32	N/A	N/A	17	31	25

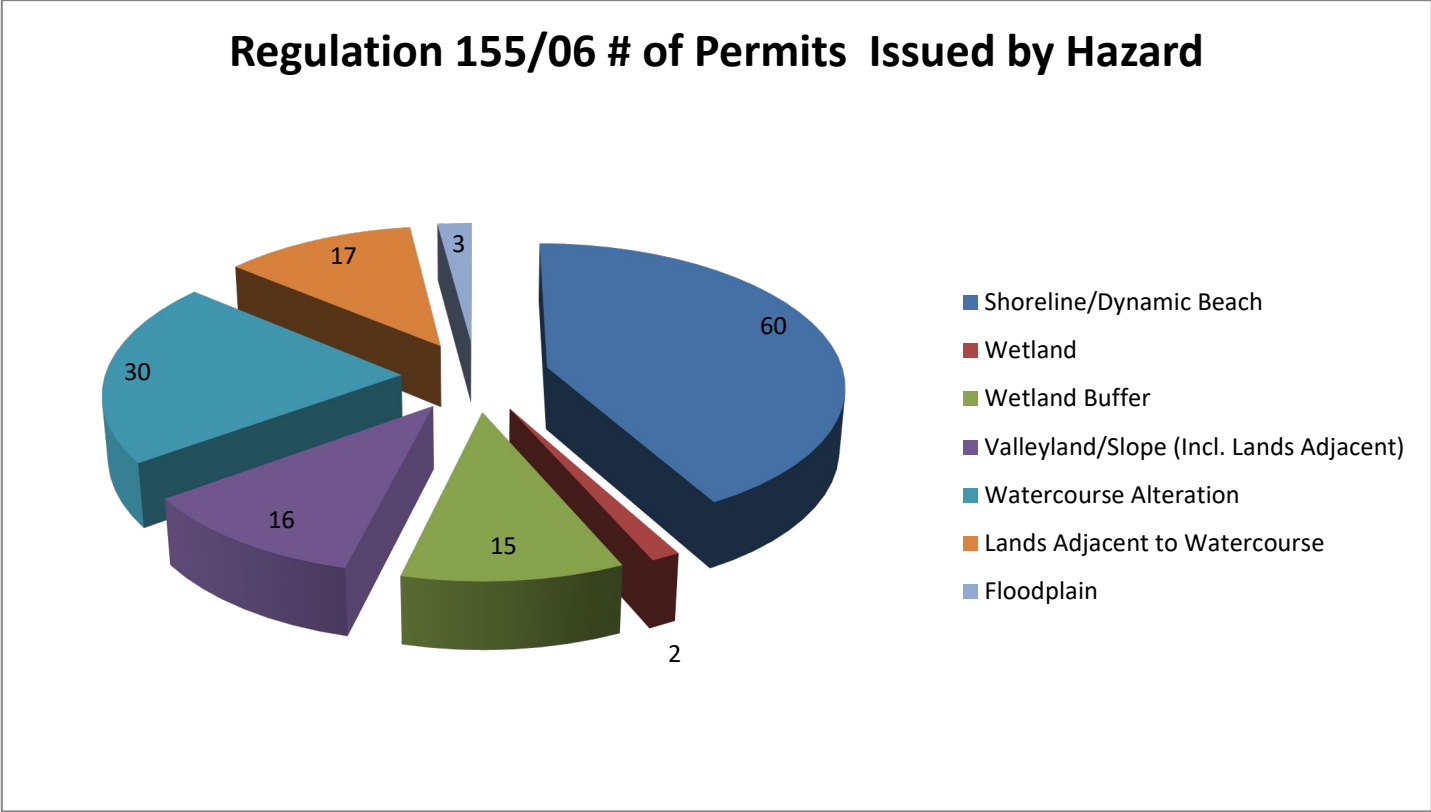
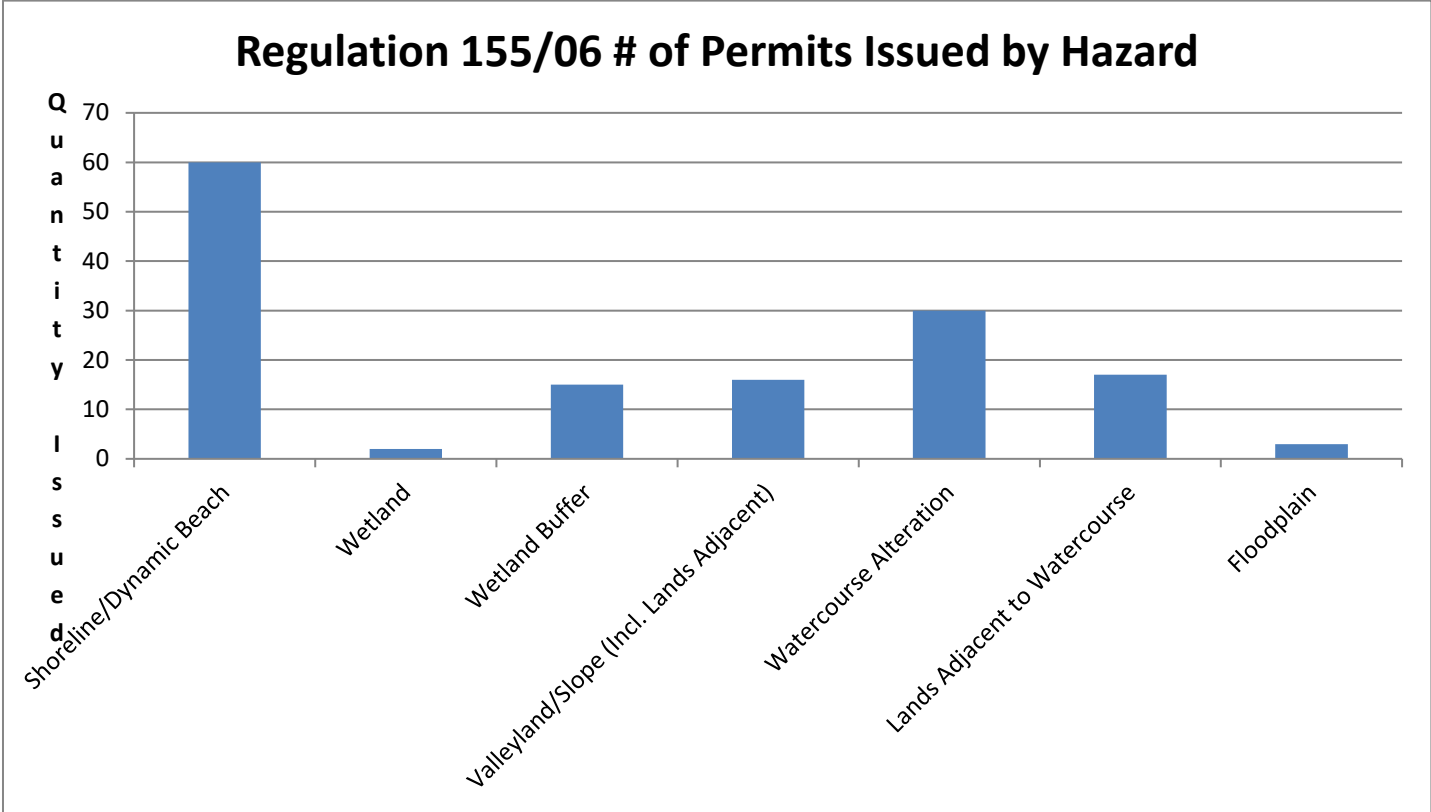
Review Criteria	# Permits	% Permits
Permits in Tolerance (2011)	88	62%
Permits not in Tolerance (2011)	55	38%
Permits in Tolerance (2020)	81	57%
Permits not in Tolerance (2020)	62	43%



PERMITS ISSUED BY HAZARD/HERITAGE FEATURE

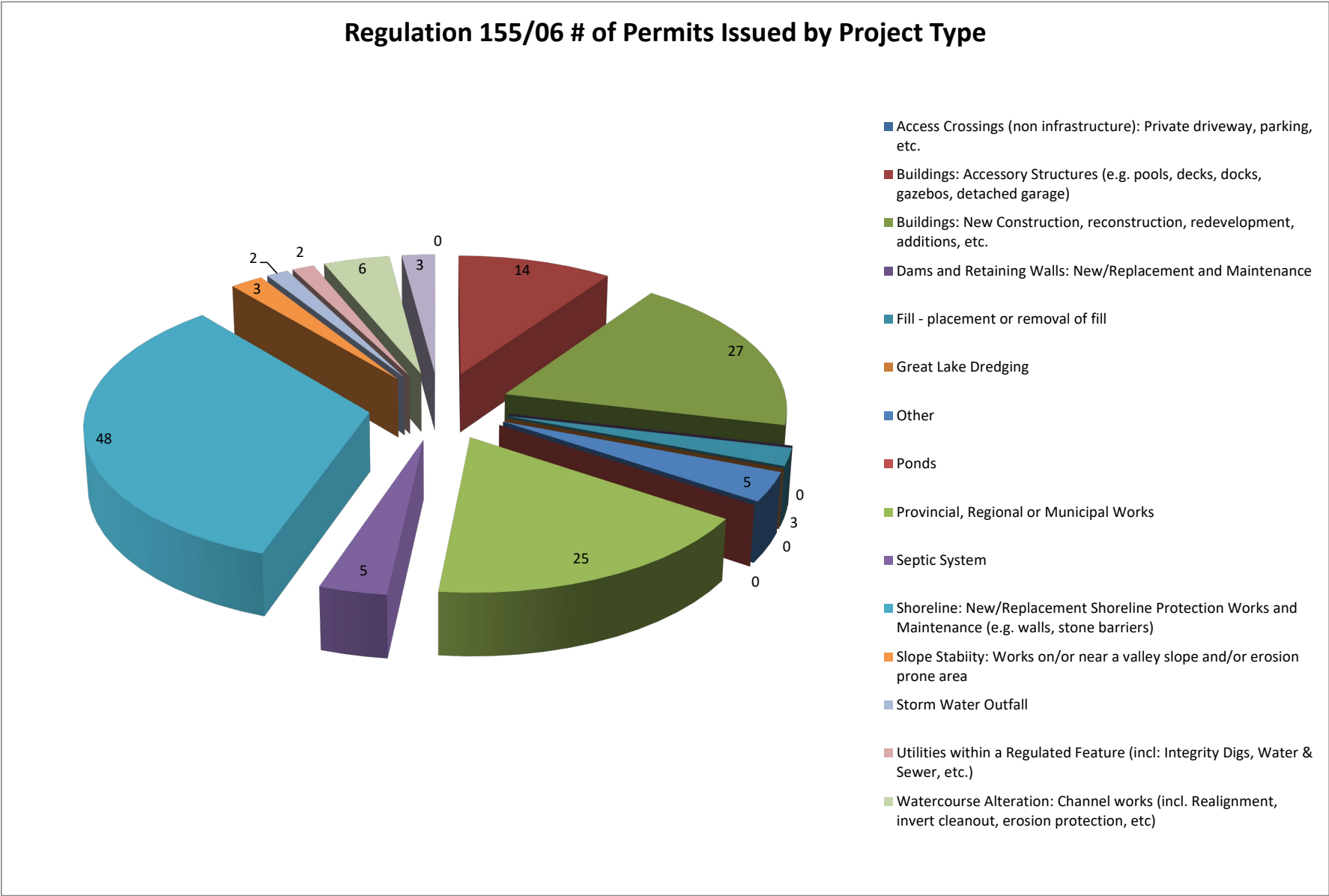
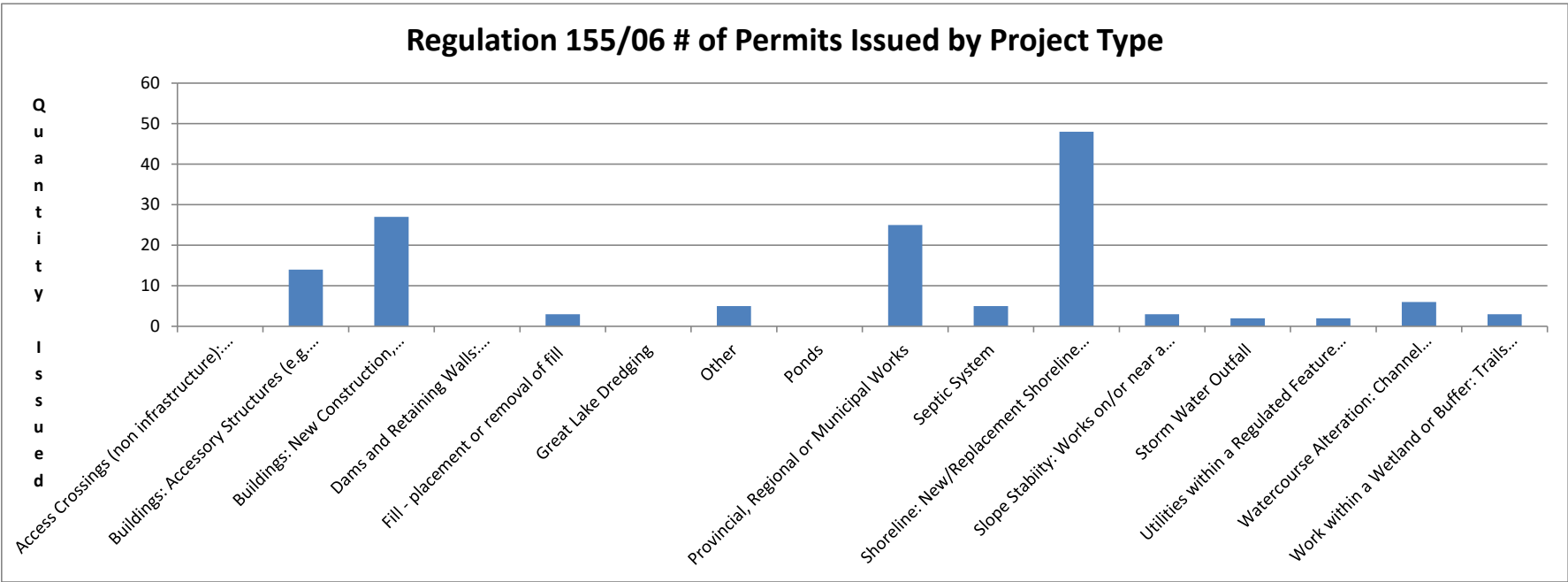
Feature	# of Permits Issued	% of Permits
Shoreline/Dynamic Beach	60	42%
Wetland	2	1%
Wetland Buffer	15	10%
Valleyland/Slope (Incl. Lands Adjacent)	16	11%
Watercourse Alteration	30	21%
Lands Adjacent to Watercourse	17	12%
Floodplain	3	2%
Total Issued	143	100%

Please Note: Each permit application can have more than 1 hazard identified, however, only one was chosen per application



PERMITS ISSUED BY TYPE OF PROJECT

Purpose of Project	# of Permits Issued	% of Permits Per Project Type
Access Crossings (non infrastructure): Private driveway, parking, etc.	0	0%
Buildings: Accessory Structures (e.g. pools, decks, docks, gazebos, detached garage)	14	10%
Buildings: New Construction, reconstruction, redevelopment, additions, etc.	27	19%
Dams and Retaining Walls: New/Replacement and Maintenance	0	0%
Fill - placement or removal of fill	3	2%
Great Lake Dredging	0	0%
Other	5	3%
Ponds	0	0%
Provincial, Regional or Municipal Works	25	17%
Septic System	5	3%
Shoreline: New/Replacement Shoreline Protection Works and Maintenance (e.g. walls, stone barriers)	48	34%
Slope Stabiity: Works on/or near a valley slope and/or erosion prone area	3	2%
Storm Water Outfall	2	1%
Utilities within a Regulated Feature (incl: Integrity Digs, Water & Sewer, etc.)	2	1%
Watercourse Alteration: Channel works (incl. Realignment, invert cleanout, erosion protection, etc)	6	4%
Work within a Wetland or Buffer: Trails or other items not categorized	3	2%
Total Issued	143	100%



Report To: Board of Directors

Subject: Conservation Ontario – COVID-19 Impacts Survey

Report No: FA-45-20

Date: July 16, 2020

Recommendation:

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

Purpose:

The purpose of this report is to inform the Board of the efforts underway by Conservation Ontario to quantify, in broad terms, the overall impact of the COVID-19 pandemic on Conservation Authorities and to apprise the Board of the NPCA's ongoing participation in this initiative.

Background:

At its general meeting of June 26, 2020, Conservation Ontario requested assistance in collecting information on key impacts of the COVID-19 pandemic on Conservation Authority programs and services further to the information previously gathered in an initial survey. For information, copy of the initial survey results is attached hereto as Appendix 1 entitled "Reported Impacts of COVID-19 on Conservation Authorities - June 2020".

Discussion:

Conservation Ontario is encouraging Conservation Authorities to use the attached survey results for advocacy purposes and for other initiatives as deemed appropriate. The NPCA will continue to provide information in support of this initiative. Conservation Ontario is requesting that all Conservation Authorities provide an update on the anticipated revenue losses as well as impacts to staffing (staff not hired / staff placed on leave) by July 15, 2020. The full impacts on the NPCA and its counterparts will not be known fully until after the pandemic emergency is lifted.

Financial Implications:

There are no additional costs to participating in this initiative with Conservation Ontario as the NPCA, for its own business purposes, is otherwise also collecting, monitoring and analyzing its COVID-related expenses and expenditures.

Links to Policy/Strategic Plan:

Participation in this initiative alongside Conservation Ontario dovetails with the following commitment made by the NPCA through the Mission Statement in its Strategic Plan:

“To implement our Conservation Authorities Act mandate by remaining a responsive, innovative, accountable and financially sustainable organization. Our success in meeting our mission is dependent upon working in collaboration with our partners in conservation. Ensuring the future viability of the Niagara Peninsula watershed is a shared responsibility”.

Related Reports and Appendices:

Appendix 1 - Reported Impacts of COVID-19 on Conservation Authorities - June 2020

Authored by:

Original Signed by:

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

Submitted by:

Original Signed by:

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



Reported Impacts of COVID-19 on Conservation Authorities

June 2020

In early June 2020, Conservation Ontario surveyed the 36 conservation authorities (CAs) to identify how the COVID-19 pandemic has impacted their ability to deliver programs and services, generate revenue and employ people.

Overall, 35 / 36 conservation authorities identified impacts to 140 individually-offered programs or services across ten different business areas.

Conservation Authority Business Areas

Watershed Management/Planning | Water Monitoring | Planning & Regulations |
Corporate Services | Lands and Conservation Areas | Flood & Erosion Management |
Community Outreach | Environmental Education | Watershed Stewardship & Restoration
| Conservation Authority Foundation Fundraising |

Reported Impacts of Pandemic Conditions to Conservation Authority Business



Self-Generated Revenue Sources Reduced Significantly – Priority Impact

Requirements for social distancing and provincial emergency orders restricting gatherings prevented some field staff from working and have severely reduced the conservation authorities' ability to raise self-generated revenues.

Conservation authorities raise revenues through activities such as tree planting, stewardship restoration, education and conservation area-based programs, activities and events. This includes: environmental education programs, summer camps, outdoor recreation, festivals, venue permits for weddings, film and/or photography and visitor fees. It also includes stewardship / tree planting contracts and rural water quality programs with all levels of government, landowners and other agencies.

Reduction in self-generated funding significantly impacts a wide range of programs. These revenues support essential lands and conservation areas operations, watershed stewardship programs and services, as well as contribute to other essential (and often under-funded) programs such as flood management.

Other Impacts

- Much higher usage of conservation areas created higher staffing and other costs
- Field work reduced or discontinued; staff layoffs, reduced or no hiring of seasonal and summer staff; staff redeployed to other programs
- Long term strategic objectives have been delayed or discounted
- Capital and infrastructure projects delayed or cancelled due to lack of staff, funding and/or difficulty with supply chains
- New protocols required for field work
- More communication with general public required for all business areas

Barriers to Re-Opening

- Staffing availability / funding
- Availability of PPE equipment; health and safety requirements and protocols
- Additional costs and reduced revenue projections as result of social distancing requirements (e.g. enforcement, fewer visitors / campers)

Three Business Areas Being Impacted by Most Conservation Authorities



Lands and Conservation Areas

Revenue Loss: \$15.7 M | Employee Layoffs: 131 | Not Hired: 733



Education

Revenue Loss: \$6.5 | Employee Layoffs: 82 | Not Hired: 110



Watershed Stewardship and Restoration

Revenue Loss: \$6.1M | Employee Layoffs: 63 | Not Hired: 88



Conservation Lands

Value of Business Area

- ✓ Physical and mental health benefits of being in greenspaces important to residents
- ✓ Ecological benefits (drinking water sources, climate change adaptation) and contributes to livability of communities
- ✓ Source of self-generating revenues for CAs which support conservation areas' programs and activities, as well as other essential underfunded programs such as flood management

Specific Business Area Impacts of COVID-19

- Most conservation areas and amenities closed (including camping for some) / Amenities continue to be closed
- Self-generating revenue-based events, programs and activities cancelled
- Seasonal / maintenance work delayed (hazardous trees, trails, etc)
- Trails need to be redesigned / changed to accommodate social distancing
- Significantly higher number of visitors as well as increased garbage and vandalism create additional staff costs including for enforcement



Education

Value of Business Area

- ✓ Deliver programming to over 372,000 Ontario students annually
- ✓ Over 3,600 school boards participate in this programming
- ✓ Conservation authorities also host annual summer camps for children and offer year-round education programs and events for all ages at conservation areas
- ✓ Operate 38 interpretive centers (20 year-round; 18 seasonal)
- ✓ Support provincial environmental priorities around Great Lakes, climate change, green infrastructure, etc.

Specific Business Area Impacts of COVID-19

- Revenue sources for conservation authority environmental education programs significantly reduced or eliminated (self-generated revenues from program fees, events and grants)
- Some education programming moved to virtual however, on-site programs and summer camps cancelled
- 82 staff laid off; 110 summer staff not hired



Watershed Stewardship / Restoration

Value of Business Area

- ✓ CA Staff deliver programs on behalf of wide variety of external partners including all levels of government, landowners, community groups and other agencies (e.g. Ducks Unlimited, Ontario Soil and Crop Association)
- ✓ Contributes to provincial environmental priorities re: source protection, Great Lakes, agriculture and climate change adaptation
- ✓ Contributes to improving the health of our watersheds and livability of our communities

Specific Business Area Impacts of COVID-19

- Program revenues reduced from lack of landowners and agency project contributions
- Fewer grant opportunities
- Delays strategic objectives and completion of work planned for 2020
- Missing significant spring seasonal window for planting and restoration work
- Reduced availability of nursery stock

Report To: Board of Directors

Subject: 2020 Ducks Unlimited Canada Wetland Restoration Partnership

Report No: FA-35-20

Date: July 16, 2020

Recommendation:

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

Purpose:

The purpose of this report is to seek the Board of Directors' approval of the 2020 Ducks Unlimited Canada (DUC) Wetland Restoration Memorandum of Agreement (MOA) detailing the continued partnership between the NPCA and DUC to implement wetland restoration projects.

Background:

Ducks Unlimited Canada (DUC) is recognized as a reputable agency in wetland design and conservation. Since 2002, DUC and the Niagara Peninsula Conservation Authority (NPCA) have been working together with Niagara landowners to implement wetland restoration projects across the NPCA watershed. The two organizations share a mutual interest in wetland conservation to the benefit of waterfowl, water quality, and the overall health of the watershed.

At the July 2019 Full Authority meeting, the Board approved the 2019 DUC Wetland Restoration Memorandum of Agreement. In 2019, four (4) partnership projects were completed, contributing 2.1 hectares of improved wetland cover across the watershed. NPCA and DUC continued to work jointly to develop new projects for 2020.

Discussion:

In keeping with the Guiding Principles of the Restoration Program, staff continue to engage with several significant traditional partner organizations. Partnerships with organizations such as DUC allows the NPCA to leverage funds and organizational capacity for financial efficiencies, collective impact and enhanced outcomes.

The 2020 DUC Wetland Restoration Memorandum of Agreement will include six (6) proposed wetland restoration projects for 2020. These projects will see approximately 2.2 ha of wetlands restored. All six projects are also in partnership with private landowners throughout the NPCA watershed. Two (2) projects are in Haldimand, one (1) project is in Hamilton and three (3) projects are in Niagara.

Also included within the agreement will be three (3) 2019 projects that were carried over into 2020 as implementation was delayed due to poor weather conditions. Two (2) projects are in Hamilton, with one (1) project in Niagara.

Financial Implications:

DUC will contribute up to \$45,000 to the six (6) proposed 2020 projects.

NPCA funding to support these projects was approved as part of the 2020 Budget and is estimated at \$90,000.

Further, DUC will contribute \$15,000 to the three (3) carried over 2019 projects.

NPCA funding to support these projects was carried over from the approved 2019 Budget and is estimated at \$33,772.50.

Authored by:

Original Signed by:

Steve Gillis
Restoration Project Lead

Reviewed by:

Original Signed by:

Geoff Verkade
Senior Manager, Integrated Watershed
Planning / Information Management

Reviewed by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP RPP
CAO/Secretary-Treasurer

Report To: Board of Directors

Subject: 2020 Land Care Niagara Tree Planting Partnership

Report No: FA-36-20

Date: July 16, 2020

Recommendation:

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

Purpose:

The purpose of this report is to provide the Niagara Peninsula Conservation Authority (NPCA) Board of Directors with the 2020 Land Care Niagara (LCN) Tree Planting Memorandum of Agreement (MOA) detailing the renewed partnership between the NPCA and LCN to implement tree planting projects across the watershed, for approval.

Background:

Land Care Niagara has been operating its' Rural Tree Planting Program for more than a decade, planting over 500,000 trees across the Niagara Region. The NPCA has historically partnered with LCN on many of those tree planting efforts throughout the watershed. The two organizations share a mutual interest in watershed restoration and increasing forest cover to the benefit of watershed.

Currently, LCN is the local delivery agent for Forests Ontario's 50 Million Tree Program – a tree planting program supported by the Government of Canada, corporate sponsors and donors. As of 2019, the program has planted more than 29 million trees, producing over 16,500 hectares of new forest.

At the April 2019 Full Authority meeting, the Board approved the implementation of a revitalized Restoration Grant program with the top-line goal of improving water quality, wildlife habitat and forest cover to the benefit of local ecosystems as well as enabling innovative partnerships to achieve these goals.

Discussion:

In keeping with the Guiding Principles of the Restoration Program, staff continue to engage with several significant traditional partner organizations – including LCN. Partnerships with organizations such as LCN allows 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.

The 2020 LCN Tree Planting MOA will include details of the nine (9) proposed tree planting projects for 2020. These projects will see approximately 35 acers of tree planting. All nine projects are also in partnership with private landowners throughout the NPCA watershed.

Financial Implications:

NPCA funding to support these projects was approved as part of the 2020 Budget and is estimated at \$20,946.63.

Related Reports and Appendices:

None.

Authored by:

Original Signed by:

Steve Gillis
Restoration Project Lead

Reviewed by:

Original Signed by:

Geoff Verkade
Senior Manager, Integrated Watershed
Planning/Information Management

Reviewed by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

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

Report To: Board of Directors

Subject: Grant Funding – Municipal Asset Management Program

Report No: FA-41-20

Date: July 16, 2020

Recommendation:

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

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

NOW THEREFORE, BE IT RESOLVED:

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

Purpose:

The purpose of this report is to request approval by the Board of Directors to apply for a grant opportunity from the FCM Municipal Asset Management Program in the amount of \$50,000 to support the acquisition, implementation, training and annual support and maintenance of the capital asset management program and related work order system.

Background:

Recommendation 21 of the Auditor General's Special Audit of the NPCA 2018 states:

To ensure that funds are available and that critical capital projects are completed in a timely manner, we recommend that the NPCA:

- 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;*
- Obtain reliable information to support replacement cost estimates and cost estimates for planned capital projects;*
- Prioritize capital projects using an objective assessment of needs;*
- Identify how the NPCA will obtain funding to undertake these projects; and*
- Refine the capital plan, based on the above action items, and present it to the NPCA Board for approval.*

In order to both address this requirement and provide NPCA with the resources to implement a comprehensive asset management and capital planning strategy, staff presented a capital business case to the Board for acquisition and deployment of a capital asset management program in 2019 the amount of \$30,000. As a result of favourable RFP results, the cost of this phase of the project is \$19,700. The remaining budget capacity of \$10,300 will be applied to phase 2 in 2021. Please note link to the approved business case: https://npca.ca/images/uploads/board_files/FA_October_16_Agenda_Package.pdf

In order to fully maximize use of FCM funding for 80% of eligible costs, the 2021 capital budget will include a provision in the amount of \$40,600 for a related central maintenance management system (CMMS) from the same vendor. This work order system is fully integrated with the capital asset management program and will provide a framework for asset replacement, and state-of-good-repair maintenance for all NPCA assets.

The Municipal Asset Management Program is an eight-year, \$110M program funded by Infrastructure Canada to support Canadian municipalities and communities in making informed infrastructure investment decisions based on stronger asset management practices. The program offers municipal grant funding as well as grants to partner organizations to provide training and capacity-building activities to increase skills within local governments to sustainably maintain their asset management programs now and in the future.

Discussion:

In order to apply for FCM grant funding and fully maximize available funding envelope, applicant must provide a Board resolution approving a project funding commitment of \$80,090 in a 12 month period. In order to leverage this funding mechanism, NPCA's proposed financial commitment breaks down as follows.

Financial Implications:

Financial impact to NPCA operating and capital budgets:

• 2020 Approved Capital Budget	\$30,000
• 2021 Proposed Capital Budget	40,600
• <u>2021 Proposed Operating Budget</u>	<u>9,490</u>
• Sub Total	\$80,090
• <u>FCM MAMP Funding</u>	<u>50,000</u>
• Total NPCA Financial Impact	\$30,090

It should be noted that the total financial matching commitment of NPCA of the entire expanded initiative will be \$30,090. Existing approved 2020 budget is \$30,000. As a result the actual financial commitment only exceeds approved capital allocation by only \$90.00.

Prepared by:

Submitted by:

Original Signed by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

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

Report To: Board of Directors

Subject: 2022 Wedding Rates

Report No: FA-43-20

Date: July 16, 2020

Recommendation:

1. **THAT** Report No. FA-43-20 RE: 2022 Wedding Rates and the Wedding Fees Cost Comparison, as appended, **BE RECEIVED**.
2. **AND THAT** the Proposed 2022 Ball's Falls Wedding Fee Schedule **BE APPROVED**.

Purpose:

The purpose of this report is for the NPCA Board to consider the Proposed 2022 Wedding Fee Structure for Ball's Falls Conservation Area based on the attached Wedding Fees Cost Comparison Report.

Background:

Ball's Falls Conservation Area offers an idyllic natural and historical setting for wedding ceremonies and receptions, and several venues to select from, including the historic 1870's chapel, a natural outdoor ceremony space, the Glen Elgin Room within the modern Centre for Conservation and the rustic Big Barn circa 1885. Ball's Falls offers such venues as facility rentals only, where the client is responsible for all other aspects of their event outside of the amenities included in the venue booking (tables, chairs, ceremony seating, signing table, guest access, washroom and service kitchen). Ball's Falls Conservation Area is a public, day-use facility and therefore site exclusivity cannot be offered to wedding bookings. However, additional value comes from access to stunning natural vistas and backdrops for wedding photography, the historical village setting, and the option to add-on access to a glamorous vintage bridal suite for the wedding party to prepare for the event.

Venue Selection

Within the Niagara Region, there are two primary types of venue options available, including hall and facility rental venues, and all-inclusive wedding venues which make up most of the Niagara wedding market. All-inclusive venues often include catering and alcohol service, as well as décor and wedding planning services. Within Niagara, most of these venues are estate wineries, breweries and restaurants, or vintage hotels.

There are many determining factors as to why couples select one venue option over another. Typically, when either a hall or facility is rented the couple is responsible for organizing all details of the event (including; catering, décor, entertainment, setup, and clean up), allowing for personalization of their wedding and to suit their vision and needs, be they fiscal, aesthetic or other. Renting a facility or venue only provides greater opportunity to control wedding expenses and gives couples the ability to decide on how much and where their money is best spent. This type of wedding venue is not suitable for all couples, due to the time commitment, responsibility and organization that is required throughout the planning process. In terms of costs, on average, couples spend less per person when all wedding expenses are realized.

Most wedding venues in Niagara do not have the option to rent the facility only. These venues require couples to purchase packages from a select list of wedding options including catering menu and bar service. These packages are typically inclusive of most wedding needs (including; venue space, catering, décor, entertainment, setup, and clean up). These packages are priced per person and can vary by season, and days of the week (i.e. different rates for Friday, Saturday and Sunday weddings). Although this venue option is found to be more expensive, many couples choose to have all-inclusive wedding venue to simplify their wedding day.

Wedding Budgets

Recent global wedding market research indicates that the average Canadian couple spends approximately \$29,857 on their wedding (Wedding Wire, 2019). Of this, Canadian couples tend to spend 40% of their budget on catering and alcohol service, and 10% on their ceremony and reception venue rentals (Prendergrast, 2020). The 2020 Newlywed Report published by Wedding Wire (2020) indicates that in 2019, the most important wedding vendor for newly engaged couples to secure is their venue provider. The report further indicated that while banquet halls remain the most popular location for wedding receptions (21% of 2019 newlyweds booked), the rustic barn or farm setting was the second most popular wedding venue (18%), and historical buildings rounded out the top three wedding venues (12%) (Wedding Wire, 2020). Ball's Falls Conservation Area features both the Centre for Conservation, with the Glen Elgin room serving as a more traditional-style banquet hall venue, and the historic Big Barn situated amongst many heritage buildings in the village. These wedding reception venues align with the top three most common and preferred wedding venue locations of 2019 newlyweds, indicating their value and popularity.

Appendix 1 provides an overview of local, Niagara-area wedding venues, the inclusions and amenities offered and their 2020 and 2021 rates, as well as similar venues available for weddings at other conservation areas within different Conservation Authorities in Ontario.

Ball's Falls Conservation Area reception facility rates can be considered higher on average when compared to similar conservation area settings, however the quality of the extra amenities available is superior over these comparable sites. Amenities such as both rustic and modern tables and chairs, accessible facilities, convenient washrooms, private event parking, beautiful ceremony space, and acres of privacy are important factors which differentiate Ball's Falls from other facilities. These features at Ball's Falls also make the area competitive with all-inclusive venues such as local estate wineries and event facilities. While these facilities integrate catering fees, bar and decor with venue rental, the pricing breakdown provided by Canadian market indicators allow for the estimate that at such facilities, venue rates are up to two times greater than those at Ball's Falls (Prendergrast, 2020).

Ball's Falls' wedding venue pricing strategy has a proven sales history, demonstrating successful rentals rates over the past several years. With between 75% and 90% of all available dates (Friday-

Sunday) booked through wedding season (April – October) from 2017-2021. Due to the current event rental climate as impacted by COVID-19, few facilities and venues are providing 2022 rates. In recent correspondence, several of these venues have indicated that they are considered minimal increases in rental fees at their venues for 2022. However, considering 2020 and 2021 rates for comparable local venues, the current rental fees at Ball's Falls are considered reasonable and affordable within the current marketplace.

Discussion:

On March 17, 2020, in response to the global COVID-19 pandemic, the Government of Ontario issued an emergency order, which included prohibiting the gathering of groups and large events. At the time of this writing, the emergency order has extended through July 10. As a result of this order, the NPCA addressed 2020 wedding venue bookings with several options to best address the needs of clients, including the option to cancel their booking, postpone their booking to a later date in 2020, or rebook their wedding in 2021. Prior to COVID-19 and the issuance of the provincial emergency order, the Big Barn was 87% booked through 2020 wedding season (April – October), with 65 of 75 available dates filled. For most couples scheduled to be married in 2020, the option to rebook their reception in 2021 was well received, and the majority of 2020 spring and summer weddings were rescheduled for 2021. Due to these changes, the Big Barn for example is 77% booked in 2021, with 60 out of 77 dates booked at the time of this writing. With availability across all dates and venues quickly filling at Ball's Falls due to the rescheduling from previously booked dates at Ball's Falls, and at other venues across Niagara, the need to make 2022 dates available for booking is urgent. Presently there are 17 couples who have applied to a waitlist for 2022 weddings dates and venue rentals at Ball's Falls.

NPCA staff seek annual Board approval in July for proposed wedding rates and to open dates for reservation for two years in advance. While approving future rates and taking reservations two years in advance may seem too early, recent Canadian wedding market research demonstrates that couples begin planning their wedding and booking their venues 14 months in advance on average (Wedding Wire, 2019). Considering that the Big Barn is nearly completely booked for Fall 2021 dates (three out of 21 total dates remain available), it is important to provide alternative dates in the following season. Additional booking dates and options will be especially helpful to those who seek the aesthetic, historic or nostalgic value that Ball's Falls has to offer.

Appendix 2 provides an overview of the proposed 2022 wedding rates for venues at Ball's Falls Conservation Area. Notably, the only increase in rates are towards the rental of the Big Barn and Glen Elgin Room reception venues, which are recommended to increase by 8% or \$250 in 2022. As demonstrated in Appendix 2, Ball's Falls reception venue rental rates have typically been revisited every two years.

Considering the factors listed above, NPCA staff recommend the approval of the proposed rates to allow for 2022 wedding fees to be posted in July 2020 and allowing staff begin booking wedding rentals at Ball's Falls Conservation Area for 2022.

Financial Implications:

Through May 31st, 2020, \$132,400.00 in wedding rental revenue has been lost due to COVID-19 related cancellations and postponements to 2021. In order to mitigate these losses in 2020, the NPCA has reduced casual staffing at Ball's Falls, resulting in savings of \$8,154.74. Additional cost

savings strategies have not been proposed as of the writing of this report. Federal Grant funding has also been received to offset these lost revenues.

No financial impacts are anticipated in 2021 as a fair amount of bookings have already been completed.

The proposed rate for 2022 is anticipated to result in positive impacts to the 2022 Operational Budget should bookings be initiated immediately.

Related Reports and Appendices:

Appendix 1 - 2020 Wedding Fees Cost Comparison Report

Appendix 2 - Proposed 2022 Wedding Fee Schedule for Ball's Falls Conservation Area

References:

Prendergrast, A. (2020, April 18). *Complete Wedding Budget Breakdown*. Wedding Wire Canada. Retrieved June 28, 2020, from <https://www.weddingwire.ca/wedding-ideas/how-to-divvy-up-your-wedding-budget--c493>

Wedding Wire (2019). *2019 Global Wedding Report*. Wedding Wire. Retrieved June 28, 2020, from <https://www.weddingwire.com/global-wedding-report>

Wedding Wire (2020). *2020 Newlywed Report*. Wedding Wire. Retrieved June 28, 2020, from <https://go.weddingwire.com/newlywed-report>

Authored by:

Original Signed by:

Alicia Powell, BSc., MA, PhDc
Manager, Conservation Area Services

Reviewed by:

Original Signed by:

Adam Christie
Director, Operations and Strategic Initiatives

Submitted by:

Original Signed by:

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

	Venue	Location	Amenities	Information	Seating Capacity	2020 Rates	2021 Rates
Ball's Falls Conservation Area	Ball's Falls Conservation Area	Lincoln	Barn Reception Hall Reception (Glen Elgin Room, Centre for Conservation) Outdoor Ceremony space Chapel Ceremony space Bridal suite Optional set up	Choice of ceremony spaces, indoor and outdoor. Arrival 8:00 am, departure 1 am. Indoor and outdoor seating options. Wedding photos across conservation area and heritage village. Multiple ceremonies per day. Two receptions per day.	Big Barn: 190 guests Glen Elgin Room: 150 guests Chapel: 110 guests	\$3,000 - Big Barn \$3,000 - Glen Elgin Room \$850 - Chapel \$850 - Outdoor ceremony	\$3,000 - Big Barn \$3,000 - Glen Elgin Room \$850 - Chapel \$850 - Outdoor ceremony
Local Venues	Kehoe and Kin	Wainfleet	Barn Reception Outdoor ceremony space available Inclusive Wedding package Optional set up(additional fee)	Choice of 3 different ceremony spaces; 1 indoor 2 outdoor 12am departure Inventory of games and décor included in rental fee Campfire provided for BYOM(bring your own marshmallows) ONLY ONE WEDDING COUPLE PER DAY	Barn 150 guests	\$5500 - Friday \$6000 - Saturday \$5000 - Sunday ** Current pricing on website indicates 2021	\$5500 - Friday \$6000 - Saturday \$5000 - Sunday
	Ravine Winery	Niagara-on-the-Lake	Event Facility/Terrace Barrel Cellar Ceremony Space	In-House catering only Minimum Food/Beverage Spend of \$30,000 Alcohol Additional fees \$60pp Non Alcohol Additional fee \$15pp Non-Refundable deposit of \$5000 ONLY ONE WEDDING COUPLE PER DAY	Event Facility/Terrace - 300 guests Barrel Cellar - 60 guests	\$5500 Facility Rental \$100pp - \$135pp ** Pricing sent is for 2021**	\$5500 Facility Rental \$100pp - \$135pp
	Sue Ann Staff	Jordan	Marquee Reception Ceremony Space Burrows Room	Exclusive Catering partnerships limited to 2 Non-Refundable Deposit \$5000 Minimum of 110 guests (19 years of age and older) Access to property day of wedding 2pm until 1am Wedding ceremonies may not begin prior to 4:30pm Minimum of 90 guests for Friday and Saturdays ONLY ONE WEDDING COUPLE PER DAY	90-225 guests	\$184pp - \$229pp **Pricing sent is for 2021	\$184pp - \$229pp
	Calamus Winery	Jordan	350 Barrel Cellar 1800's Era Heritage Barn	Ceremony on site - Vineyard Barn Reception In-House Catering Pictures not allowed Prior to 2:30pm on site ONE WEDDING COUPLE PER DAY	Barn 150 guests	\$239pp	\$239pp
	Honsberger	Jordan	The Big Barn Circa Ceremony space	In-House catering Outdoor Ceremony Barn Reception \$6000 deposit	Minimum 100 guests - max 140	\$235pp	\$235pp
Conservation Authority Venues	Backus Heritage Conservation Area (Long Point Region Conservation Authority)	Port Rowan	Ceremony site only	To have a ceremony on site, the fee is \$375, nothing is included. If you wish to have a ceremony inside the chapel theres an additional fee of \$225 on top of the \$375. Photography Additional of \$100 on top of the \$375	80pp	\$375 \$225 \$100	\$375 \$225 \$100
	Belfountain Conservation Area (Credit Valley Conservation Authority)	Belfountain	Ceremony site only	Terrace area ceremony only, weekday or weekend \$300 non refundable deposit couple to arrange seating. ONLY ONE WEDDING PER DAY	10-100 guests	\$1000 - weekday \$1800 - weekend	\$1000 - weekday \$1800 - weekend
	Island Lake Conservation Area (Credit Valley Conservation Authority)	Orangeville	Ceremony and Reception Options	4 ceremony site locations (sugar bush, gorsest green, waterfront amphitheatre or oak canopy) Pavilion or tent rental for reception Outside catering \$300 non refundable deposit ONLY ONE WEDDING PER DAY	200 guests	\$1000 - Ceremony only \$1500 - Ceremony & Reception	\$1000 - Ceremony only \$1500 - Ceremony & Reception

	Terra Cotta Conservation Area (Credit Valley Conservation Authority)	Halton Hills	Ceremony and Reception Options	2 ceremony sites outdoor or Pavilion wetland pavilion for reception outside catering \$300 non refundable deposit ONLY ONE WEDDING PER DAY	200 guests	\$1000 - Ceremony only \$1500 - Small Ceremony & Reception \$2200 - Full Ceremony and Reception	\$1000 - Ceremony only \$1500 - Small Ceremony & Reception \$2200 - Full Ceremony and Reception
	Mississippi Valley Conservation Authority	Carleton Place	Ceremony Only	Set-up of chairs and take down included Due to COVID-19 they are reducing their rates for this year	150 guests	\$500 - 50 guests and under \$750 - 50+ guests \$250 - FOR 2020 DUE TO COVID-19	Not available
	Lakehead Region Conservation Authority	Thunder Bay	Small outdoor ceremonies only	Small outdoor ceremony picnic shelter area No facility or building on site to accommodate receptions	Small ceremony groups	\$200 rental fee \$25 to reserve picnic shelter	Not available

Proposed 2022 Fee Schedule (Fees do NOT include Taxes)

Ball's Falls Conservation Area	2019	2020	2021	2022	Increase (%)
Barn Rental					
Barn Reception*	\$ 2,700.00	\$ 3,000.00	\$ 3,000.00	\$ 3,250.00	8%
Venue Set-up Rental**	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	0%

*Alcohol is not permitted outside of the Barn

**These rates apply only if Barn remains available within 2 weeks of wedding date

Center For Conservation: Glen Elgin Room					
Glen Elgin Room Reception	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,250.00	8%
Set-up Rental*	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	0%

* These rate apply only if Glen Elgin Room remains available within 2 weeks of wedding date

Church Rental					
Two-Hour Ceremony*	\$ 850.00	\$ 850.00	\$ 850.00	\$ 850.00	0%

* Rental Times: 9:30 am to 11:30 am; 12:00 pm to 2: 00 pm; 2:30 pm to 4:30 pm; 5:00 pm to 7:00 pm

Natural Setting Rental					
Outdoor Ceremony	\$ 750.00	\$ 800.00	\$ 850.00	\$ 850.00	0%

Bridal Suite Rental					
Daily Rate	\$ 350.00	\$ 375.00	\$ 375.00	\$ 375.00	0%

Report To: Board of Directors

Subject: 2020 Ball's Falls Thanksgiving Festival

Report No: FA-44-20

Date: July 16, 2020

Recommendation:

1. **THAT** Report No. FA-44-20 RE: Proposed 2020 Ball's Falls Thanksgiving Festival **BE RECEIVED.**
2. **THAT** the modified Festival program **BE APPROVED.**
3. **AND FURTHER THAT** correspondence be sent to thank the Minister of Heritage, Sport, Tourism and Culture Industries for the Ministry's funding support of the 2020 Thanksgiving Festival.

Purpose:

The purpose of this report is to provide an update to the NPCA Board of Directors regarding the status and planning for the delivery of a modified 46th Annual Ball's Falls Thanksgiving Festival in 2020 leveraging funding received through the Celebrate Ontario grant. Further this report seeks the approval of the NPCA Board of Directors for the proposed modified program.

Background:

The Ball's Falls Thanksgiving Festival is an annual event hosted by the Niagara Peninsula Conservation Authority at Ball's Falls Conservation Area in Lincoln, Ontario, over the course of the Thanksgiving weekend in October. This four-day festival runs from 10:00 am - 5:00 pm Friday – Monday and has evolved over the 46 years that the event has been taking place. 2020 marks the 46th year that the NPCA would host the Annual Thanksgiving Festival. It is the NPCA's signature event and is considered a long-standing tradition within the Niagara Region. The event has been successful in attracting thousands of local Niagara guests, and visitors from across Ontario, as well as the United States over the holiday weekend. Guests flock to the Festival to enjoy the fall colours of the Conservation Area, historical interpretation and tours of the heritage village of Glen Elgin, enjoy great local musical entertainment, savour local and diverse foods from an extensive lineup of culinary vendors, sip and sample local craft beer, cider and wine, and shop from over 170 juried craft artisans from across Ontario. Traditional programming also includes historical reenactments in the heritage village and guided historical tours by trained interpreters, operation of the historical grist mill (circa 1809) and production of stone-ground flour in one of two operational wooden gristmills in Ontario, live local musical entertainment on the main stage hosted in partnership with a Niagara

radio station. Over the past several years the Thanksgiving Festival has increased in popularity and has become a significant revenue generator for the NPCA.

In 2019, the NPCA hosted the most successful Thanksgiving Festival in recent record, with over 30,000 visitors on site throughout the weekend, record admission sales with a 23% increase in visitation over the previous year. Ultimately, the 2019 Festival resulted in the generation of \$161,581 in net revenue for the NPCA.

Typical guest demographics include:

- Families with young children that are attracted by the diverse child and family programming and entertainment
- Older adults interested in the cultural tours of the heritage village, craft artisans and Seniors' Day promotion
- Middle-adults attending for the entertainment, farmers' market Thanksgiving shopping and early holiday shopping opportunities
- Young adults, friend groups and couples that are drawn to the event for the excellent musical entertainment, craft beverage and wine tasting and shopping
- Foodies and seasoned sippers drawn to the extensive and diverse food options, craft beverage, cider and wine tastings

2020 was poised to be another successful year for the Festival, with a very competitive vendor application and selection process, noting the value of the Festival, as well as a number of new initiatives to study visitation and attendance, visitor demographics and provide more inclusive and attractive entertainment and programming. NPCA staff looked forward to delivering another successful Thanksgiving Festival in 2020.

Discussion:

On March 17, 2020 the Government of Ontario issued an executive emergency order in response to the global COVID-19 pandemic. This order has been extended through July 10 at the time of this writing. These orders have prohibited the operations of non-essential businesses and services, social and large-group gatherings, and have enforced physical distancing measures between individuals. With the closure of non-essential tourism businesses earlier in the spring, and with the prohibition of large events, festivals and gatherings, the tourism, travel and event industry in the province has been impacted first and most significantly within Ontario, as the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) has reported. Destination Ontario reports that as of May 2020 fewer than 7% of Ontarians feel comfortable enough to attend an outdoor festival or event in 2020. Considering these circumstances, the NPCA will not be able to deliver the 46th Annual Thanksgiving Festival as it has been traditionally delivered in the past. Beginning in March, NPCA staff began planning for a modified Festival.

Earlier this year, in January 2020, NPCA staff applied for provincial funding through the Celebrate Ontario event grant offered through the Ministry of Heritage, Sport, Culture and Tourism Industries. In June, the NPCA was notified that the application was successful, and that the NPCA would receive \$10,000 of grant funding to support the delivery of a modified Thanksgiving Festival. The notification letter is attached here as Appendix 1. The delivery of this funding is intended to assist organizations in delivering modified events due to COVID-19 restrictions and maintain continuity in order to ensure the ability for organizations to deliver their event in 2021.

On Saturday, June 20th, NPCA staff had the immense pleasure of hosting the Honourable Minister Lisa MacLeod (MHSTCI) at Ball's Falls Conservation Area as part of her Kickstart Ontario tour of the province as tourism and culture programs and businesses have been permitted to reopen as part of Stage Two of provincial reopening. During her visit and engagement with staff and media, Minister MacLeod noted the importance of maintaining engagement and momentum for cultural and heritage events within the community, as well as encouraged innovation and creativity in delivering such programs in a time post-COVID-19. The Ministry is encouraging organizations and events to engage with their visitors and clients on virtual platforms, such as on social media, as well as consider offering live drive-in or drive-through events so that guests can enjoy programming from the safety of their vehicles, while allowing operators to comply with provincial guidelines for gatherings, drive-in events, physical distancing guidelines and sanitation protocols.

These suggestions, along with supportive provincial grant funding will allow the NPCA to develop and deliver a modified Thanksgiving Festival event and maintain the historical tradition that this event provides within Niagara.

Going Virtual:

The Government of Ontario has acknowledged the substantial impact that COVID-19 has had on the tourism, event and cultural industries across the province. As a result, the province has launched an online hosting platform called Ontario Live (<https://ontario.live/>), where heritage, sport, tourism and culture organizations and programs can deliver and share virtual content including live-stream concerts, educational information and also promote live services and re-openings with visitors from across the province.

The NPCA has the opportunity to engage with Ontarians virtually using the Ontario Live platform, as well as advertise and promote the virtual Thanksgiving Festival. A wider reach and audience can be engaged utilizing Ontario Live and promotional support of participating agencies and destination marketing organizations. This platform allows for live-streaming events and concerts, such as the musical entertainment that the Festival showcases in partnership with 91.7 Giant FM in Niagara.

In addition to the Ontario Live platform to showcase musical entertainment and cultural heritage tours and interpretations at Ball's Falls, NPCA staff have consulted with a local, made-in-Ontario software solution for bringing markets online and into currency with e-commerce. Local Line (www.localline.ca) is a Kitchener-based software company offering sales and distribution software for markets and producers, to help get their goods online and into the community in an efficient and easy-to-use manner. This company was created as a social entrepreneurship venture initiated to support local Ontario growers and producers in getting their fresh goods into the local community. As a result of this venture, the Local Line e-commerce platform was created as a low-cost and high-impact solution for markets, farmers and food co-operatives. A partnership with Local Line is currently being explored in order to support the farmers' market and artisan vendor component of the Festival, to bring sales online. This partnership may include a single year pilot through the 2020 Festival, with an opportunity to grow into a long-term or year-round venture for NPCA, Ball's Falls and Festival vendors.

Local Line provides e-commerce marketplace software that can fully integrate into the existing Thanksgiving Festival website, allowing vendors to create their own virtual storefronts, and showcase and sell their products online in a web-based platform for virtual Festivalgoers to browse and purchase. Local Line provides their software and integration services at a low rate to support

local farmers, producers and artisans in getting their products to market, an increasingly important task due to the impacts of COVID-19 on agriculture and food systems.

In working with Local Line, the NPCA will be able to establish an e-commerce platform for Festival vendors to present and sell their products, will offer an easy-to-use space for Festival-goers to visit and shop and will maintain the continuity of the Thanksgiving Festival. This will also serve to support exceptional vendors and local farmers and producers, as well as providing one of the best-loved aspects of the Thanksgiving Festival.

Local Line also allows for the development of relationships and feedback between the Festival and online shoppers, allowing for social or market engagement. In addition to the services that Local Line offers to engage with customers, other NPCA engagement tools, such as customer satisfaction and feedback surveys can be integrated into the e-commerce platform and NPCA website.

Modified Programming:

Through the Celebrate Ontario Grant, several expense areas associated with delivering the modified Festival will be covered. Due to the impacts of COVID-19, the granting program has expanded the list of eligible expenses for recipients, including website upgrades, artist and musician fees, sound and media production, in addition to marketing and advertising fees. The modified 46th Annual Thanksgiving Festival will include the following components:

- Rental of event stage for night of musical drive-in entertainment
- Payment of musician fees
- Payment of radio station fees
(FM radio station hosting for drive-in event service, sound system)
- Digital and social media marketing fees (boosted ads and posts within GTHA)
- Thanksgiving Festival website upgrades to support e-commerce and digital content hosting
(Video content integration, E-commerce platform integration)

Timeline:

The 46th Annual Ball's Falls Thanksgiving Festival and alternative programming will run from Friday, October 9th, 2020 to Monday, October 12th, 2020. The Festival e-commerce platform will open for sales in the week leading up to the Festival on October 3rd. Digital content and interpretive cultural/heritage resources will remain available after the event through the Festival website.

Engagement:

Through modification and creative delivery of festival content, NPCA staff anticipate that the 46th Annual Ball's Falls Thanksgiving Festival will result in 4,000 Thanksgiving Festival website visitors, 8,000 engagements on NPCA social media accounts, retain primary entertainment sponsors and 75% of existing artisan vendors in the e-commerce Festival platform. In 2020, much of the event will be delivered virtually through the Thanksgiving Festival website, and NPCA social media channels.

Benefits:

With the movement towards virtually delivered events following the COVID-19 pandemic, as well as the demand for contactless shopping and e-commerce, the upgrade to the existing website is necessary to allow the Thanksgiving Festival to continue to reach local and faraway festivalgoers. Website improvements will have lasting effects in allowing the NPCA to deliver virtual interpretive content, such as heritage village tours and demonstrations, virtual entertainment such as live streamed and filmed recordings of 'studio sessions' by musical artists or to deliver content filmed or

streamed from the live drive-in event. This service will be used to support the Festival in future years and in the production and sharing of cultural and historical resources and programming

Immediate benefits to such a virtual platform are multiple. First, the delivery of a virtual Festival allows the NPCA to continue to carry out and deliver on the legacy of the Ball's Falls Annual Thanksgiving Festival, in its 46th year in 2020. Minister Lisa MacLeod and the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries is actively encouraging local festivals and events across the province to continue to provide quality programming and services within the community and contribute to the continuity and recovery of the sector. MHSTCI is encouraging the delivery of virtual and drive-in/drive-through events through the remainder of 2020 in accordance with provincial guidelines.

The NPCA will further support and maintain its relationship with exceptional handcraft artisans and artisanal prepared food vendors, as well as local farmers, growers and producers, craft beverage providers and wineries, as well as entertainers and community organizations. Support and exposure for these local producers and businesses is crucial to the reopening and rehabilitation of the beleaguered tourism and event industry.

Additional benefits that cannot be discounted using this platform of delivery include the ability to gather and analyze visitor and shopper data and demographics. The Local Line e-commerce platform requests that shoppers register accounts in order to process payment. Such accounts generate such information as location, shopping interests and patterns and generate consent-given mailing and correspondence listings.

The e-commerce platform provided through Local Line also allows for vendors to generate long-lasting relationships with customers and may result in future and/or recurring orders. This tool is especially useful for local farmer vendors and artisanal prepared food vendors who have the capacity and product selection to fulfill recurring orders for local customers outside of the Festival e-commerce website.

Lastly, the use of an e-commerce platform will also allow the NPCA to monitor shopping and spending trends during the Virtual Festival, which may inform future decisions and areas of expansion and improvement within Festival delivery and objectives. Market data may indicate where additional competition in vendor areas may be helpful, or otherwise, it may additionally indicate the price points for artisanal products that Festivalgoers are comfortable with. Again, such information will serve to inform NPCA staff in developing future Festival and in vendor selection. Long with this, interactions and engagements with interactive social media posts, live streamed-entertainment and other digital products will indicate virtual Festival-goer interests and will assist in planning and developing an entertainment schedule and package in future years when a live event can be delivered.

In conclusion, NPCA staff continue to plan and work with internal staff teams, communicate with vendors, and will be working alongside partners and website and e-commerce service providers to modify the 46th Annual Thanksgiving Festival in order to deliver a successful modified event in 2020. The changes that are being made now to ensure safe and engaging delivery will allow for further success in delivering this event in the future and are considered investments to ensure the legacy of this event continues.

Financial Implications:

The Thanksgiving Festival is a budgeted NPCA event with a previously projected annual cost of \$119,000 and a net revenue of \$117,000, (excluding permanent staff time). However with revised programming and the inability to offer the event as it has been historically been delivered, an alternative budget has been proposed, incorporating the Celebrate Ontario grant of \$10,000. The modified program and incorporation of additional web-based and virtual elements is projected at \$18,000, in order to account for web and tech support, casual staff time, production and entertainment costs.

While the revised budget is tentative, there will be several modest revenue streams associated with the modified Festival, including vendor fees, sales commission, tour pass sales, and ticket sales for drive-in entertainment. A projected revenue cannot be estimated at this time. The vision for the 46th Annual Festival is to provide continuity, momentum and ongoing cultural experiences within the Niagara watershed community. In 2020 it is the vision of NPCA staff to deliver a modified event to support vendors and local producers, and opportunities to engage socially and culturally. For these reasons and due to the fact that large live events are not permitted this year, an event with reduced or modified vendor fees and admission rates will allow for the event to run in 2020 and continue to provide excellent visitor and vendor experiences. It is the vision of NPCA staff to carry this positive momentum into 2021, while integrating new technology and innovation into the Festival for future years.

Related Reports and Appendices:

Appendix 1 - Celebrate Ontario 2020 Grant Approval - Thanksgiving Festival

Authored by:

Original Signed by:

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

Reviewed by:

Original Signed by:

Adam Christie
Director, Operations and Strategic Initiatives

Submitted by:

Original Signed by:

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

**Ministry of Heritage,
Sport, Tourism and
Culture Industries**

Minister

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**Ministère des Industries du
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June 1, 2020

Alicia Powell
Acting Manager, Strategic Initiatives
Niagara Peninsula Conservation Authority
250 Thorold Road West, 3rd Floor
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apowell@npca.ca

Dear Ms. Powell:

As a result of the unprecedented financial impacts of COVID-19, we are proceeding with an immediate allotment of 2020 Celebrate Ontario funding. This will provide you flexibility as you consider how your event should proceed in light of these unprecedented times. I am pleased to inform you that the Government of Ontario, through the Ministry of Heritage, Sport, Tourism and Culture Industries' Celebrate Ontario program, will provide you with up to \$10,000 to support your organization and the 46th Annual Ball's Falls Thanksgiving Festival.

As part of the festival and events industry, you play a vital role in the province, helping to ensure that Ontario is well-positioned to welcome back visitors when it is safe to do so. That is why we are helping to ensure the future success of this vital sector by supporting more than 250 festival organizers and events across the province.

The government is providing flexibility to grant recipients as you rethink your event, whether you are pivoting to online or alternative programming or postponing to a later date. This includes applying Celebrate Ontario funding to eligible programming or marketing expenses that have already been incurred.

I am pleased to invite you to a webinar that will outline how the grant can support you. Please click on the link below to register:

<https://www.eventbrite.com/e/105945120708>

A ministry tourism advisor will contact you shortly about next steps, including signing the transfer payment agreement.

.../2

- 2 -

We will continue to work with you – and all our partners – to further respond to the needs of the festival and event industry to ensure we can celebrate together when it is safe to do so.

Thank you for your ongoing support and leadership.

Kindest regards,

A handwritten signature in black ink, appearing to read 'Lisa' followed by a stylized flourish.

Lisa MacLeod
Minister of Heritage, Sport, Tourism and Culture Industries



**PUBLIC ADVISORY COMMITTEE
ONLINE TELECONFERENCE
DRAFT MEETING MINUTES**

Thursday, June 18 2020, 5:00 p.m.

MEMBERS PRESENT:

B. Johnson, Committee Co-Chair
S. Brousseau
D. Dick
E. Furney
M. Kauzlaric
H. Korosis
J. Oblak
D. Pont
J. Schonberger
L. M. Sherry
D. Speranzini

B. Mackenzie, Vice-Chair NPCA Board of Directors

MEMBERS ABSENT:

J. Ariens

STAFF PRESENT:

C. Sharma, Chief Administrative Officer / Secretary – Treasurer
A. Christie, Director of Operations and Strategic Initiatives
S. Miller, Senior Manager, Water Resources
K. Royer, Co-ordinator, Volunteers and Community Outreach
G. Verkade, Senior Manager, Integrated Watershed Planning and Information Management
D. MacKenzie, Director of Watershed Management

The Committee Chair called the meeting to order at 5:07 p.m.

1. ADOPTION OF AGENDA

Recommendation No. PAC-07-20

Moved by Member Sherry

Seconded by Member Kauzlaric

THAT the agenda for the June 18, 2020 Public Advisory Committee meeting **BE ADOPTED** as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

D. Speranzini expressed that her comments and opinions were her own and not that of her employer, Agriculture and AgriFood Canada or any other Federal or Provincial Government Agency.

3. PRESENTATIONS

All presentations are noted under Business for Consideration.

4. APPROVAL OF MINUTES

4.1 Minutes of the NPCA Public Advisory Committee meeting dated March 12, 2020

Recommendation No. PAC-08-20

Moved by Member Pont

Seconded by Member Dick

THAT the minutes of the Public Advisory Committee meeting dated March 12, 2020 **BE APPROVED.**

CARRIED

5. BUSINESS FOR INFORMATION

None.

6. BUSINESS FOR CONSIDERATION

- 6 a) Presentation by Adam Christie/Geoff Verkade RE: NPCA Land Acquisition Strategy – Discussion ensued related to weighting criteria and availability of lands, socio-economic factors, etc.

Recommendation No. PAC-09-20

Moved by Member Schonberger

Seconded by Member Oblak

THAT the presentation by Adam Christie/Geoff Verkade RE: NPCA Land Acquisition Strategy **BE RECEIVED.**

CARRIED

- 6 b) Presentation by Steve Miller RE: Floodplain Mapping and Watershed Floodplain Committee

Presentation 7a) from the Agenda by Steve Miller RE: Floodplain Mapping engagement

Note: moved up on the agenda to be directly following Presentation 6.2 to ensure flow

Recommendation No. PAC-10-20

Moved by Member Speranzini

Seconded by Member Korosis

1. **THAT** the two (2) presentations by Steve Miller RE: Floodplain Mapping and Watershed Floodplain Committee **AND** Floodplain Mapping Public Engagement during COVID-19 **BE RECEIVED**.
2. **THAT** the current Public Advisory Committee Terms of Reference be expanded to include duties related to Watershed Floodplain Advisory Committee
3. **THAT** a Watershed Floodplain Sub-Committee of Public Advisory Committee members be created to take on the role of the previous Watershed Floodplain Committee

CARRIED

Recorded vote on Resolution No. PAC-10-20 item 2, members voted as follows:

YES (10): Members Sherry, Kauzlaric, Pont, Dick, Schonberger, Oblak, Speranzini, Korosis, Brousseau, Furney

No (0): none

With respect to Resolution No. PAC-10-20 item 3, members interested in being a part of the Watershed Floodplain Sub-Committee:

YES (5): Members Oblak, Speranzini, Korosis, Brousseau, Furney

Maybe (3): Members Sherry, Schonberger and Kauzlaric

No (2): Members Dick & Pont

For engagement, the following THREE (3) suggestions were offered:

- Consider using the company Deliveries Unlimited for direct mailing
- A combination of online engagement and traditional advertising media to get people to the online portal would be most ideal
- Town Hall over online platform such as Youtube live, Facebook live depending on costing

- 6 c) Presentation by Kerry Royer RE: Public Advisory Committee Draft 2020-2021 Workplan for consideration

Recommendation No. PAC-11-20

Moved by Member Brousseau

Seconded by Member Furney

THAT the Public Advisory Committee Draft 2020-2021 Workplan be **APPROVED**.

CARRIED

6 d) Presentation by Kerry Royer RE: Public Advisory Committee Terms of Reference amendments for consideration

Recommendation No. PAC-12-20

Moved by Member Sherry

Seconded by Member Kauzlaric

THAT the Public Advisory Committee **RECOMMENDS AND APPROVES** the amendments to the NPCA Public Advisory Committee Terms of Reference as presented

AND THAT the PAC Chair could present Public Advisory Committee meeting reports/items of interest to the NPCA Board of Directors as needed

CARRIED

7. NEW BUSINESS

Member Kauzlaric noted that the Niagara Drainage Committee has voiced some concerns over the length of time it is taking to get permits from the NPCA. Staff Member Mackenzie?

Chief Administrative Officer/Secretary-Treasurer Chandra Sharma shared that the Honourable Lisa McLeod, Minister of Heritage, Sport, Tourism and Cultural Industries would be visiting Ball's Falls Conservation Area on Saturday June 20th as part of her tour for the Phase 2 opening of Hamilton and Niagara. She will be accompanied by MPP Sam Oosterhoff and Town of Lincoln Mayor Sandra Easton. The NPCA is very excited to welcome them to our watershed.

8. ADJOURNMENT

The meeting was adjourned at 7:15PM by general consensus.

Brenda Johnson
Public Advisory Committee Co-Chair

Chandra Sharma
Chief Administrative Officer /
Secretary-Treasurer

Report To: Board of Directors

Subject: Public Advisory Committee Terms of Reference and 2020 Work Plan

Report No: FA-34-20

Date: July 16, 2020

Recommendation:

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

Purpose:

The purpose of this report is two-fold, firstly to present the revised draft of the Terms of Reference from the Public Advisory Committee for approval by the Board and subsequent inclusion within the revised Administrative By-law to be presented for approval in Fall of 2020. The second purpose of this report is to present the draft 2020 Work Plan from the Public Advisory Committee for approval by the Board.

Background:

The NPCA Public Advisory Committee (PAC) was created based on recommendations from the NPCA's Strategic Plan 2014-2017. The purpose of the Public Advisory Committee is to provide collaborative local perspective, guidance and expert advice in the implementation of the NPCA programs, policies, plans and/or other public engagement activities 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 current Public Advisory Committee is comprised of 12 members including the NPCA Board Chair. The members represent the public-at-large, Métis Niagara, First Nations community, Chamber of Commerce/Tourism, Agriculture,

development, the environment, planning and users/volunteers. Members are appointed by the NPCA Board of Directors.

Discussion:

Terms of Reference

The pre-existing Terms of Reference for the PAC were approved with updates on September 18, 2019. The idea of removing the Board Chair as the Co-Chair of the PAC has been brought up by Board members in the past and by the general public for consideration. This change was unanimously accepted by the Committee at the June 18th 20120 meeting.

At the June 18 2020 meeting, the members also supported the creation of a watershed floodplain sub-committee made up of interested members of the PAC to advise staff on floodplain mapping projects. The current membership of the Watershed Floodplain Committee has changed drastically in recent years as a result of the changes to the NPCA Board of Directors, and because of the completion of the Welland River Floodplain Mapping project. Public representatives on the existing Floodplain Committee have voluntarily ended their membership on the Committee as the public members had no interest beyond the Welland River watershed.

Further to this, the Terms of Reference for all NPCA Committees need to be integrated with the Administrative By-law scheduled to be updated in the Fall of 2020.

The suggested updates to the Public Advisory Committee Terms of Reference are provided as a draft in Appendix 1 for consideration, the highlights of which are noted as follows:

- The NPCA Board Chair will no longer be the Co-Chair of the PAC, the Committee will select a Chair from within their members
- The NPCA Board Chair and Vice-Chair will be ex-officio members of the PAC, and as such, the number of members on the PAC will be 14 instead of 12
- Section 7.4 stating that the Public Advisory Committee is for recommendations only and will not have any voting powers has been removed from the Terms of Reference.
- Establishment of the Watershed Floodplain Sub-Committee added under Committee Purpose and Role
- Language to allow members to serve consecutive terms to ensure staggered membership
- The general layout of the Terms of Reference was updated to be in line with the Terms of Reference of the other Standing Committees of the Board

2020-2021 Workplan

The 2020-2021 Public Advisory Committee Work Plan identifies key priority initiatives required in the year ahead and looking ahead to 2021. The Work Plan was compiled with input from the Senior Leadership Team of the NPCA to ensure members of the PAC were aware of the workload they

can expect and the topics that will be discussed at each meeting. This is a living document and may change and evolve throughout the year, however it gives a good general overview of the months ahead.

Financial Implications:

None.

Links to Policy/Strategic Plan:

Adoption of the Public Advisory Committee Terms of Reference and 2020 Work Plan ties in with the NPCA Mission Statement's objective to:

"Our success in meeting our mission is dependent upon working in collaboration with our partners in conservation. Ensuring the future viability of the Niagara Peninsula watershed is a shared responsibility."

Related Reports and Appendices:

Appendix 1 - Public Advisory Committee Terms of Reference Clean (Draft)

Appendix 2 - 2020-2021 Public Advisory Committee Work Plan (Draft)

Authored by:

Original Signed By:

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Submitted by:

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Chief Administrative Officer/Secretary-
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Niagara Peninsula Conservation Authority

TERMS OF REFERENCE

Public Advisory Committee

Date of formation: February 19, 2014

Date of Board approval: September 18, 2019

Revised: July 16, 2020

Committee Type: Standing Committee (NPCA By-Law Section 4.4)

Committee Purpose and Role:

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

Key roles and responsibilities include:

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

Watershed Floodplain Sub-Committee

A Sub-Committee of 4-6 interested NPCA Public Advisory Committee members will be established to act as a Watershed Floodplain Sub-Committee.

Key roles and responsibilities will include:

Review and make recommendations to the NPCA staff and Board of Directors on all matters relating to watershed floodplain mapping projects, with respect to the implementation, study, or reviewing of existing or new floodplain mapping exercises or projects throughout the Niagara Peninsula Conservation Authority Watershed through:

- Attending strategy meetings as required;
- Setting out a process to allow transparent public input;

- Review of peer opinions, technical and other information as appropriate to validate the accuracy and applicability of the new mapping in accordance with provincially approved Technical Guidelines;
- The review of policies with respect to implementation of watershed floodplain mapping;
- Development of a process to disseminate the floodplain mapping lines and information.

Member recruitment Sub-Committee

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

Key roles and responsibilities will include:

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

Committee Authority and Decision Making:

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

Membership:

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

Members of the NPCA Public Advisory Committee will be appointed to serve for a term of TWO (2) years beginning in January of that year. Positions vacated will be filled through a “Call for expression of interest” to be conducted as required. In the event of a vacancy during a regular term, the vacancy may be filled for the remainder of that term. Members may serve TWO (2) – THREE (3) consecutive terms with approval from the NPCA Board of Directors to support staggered membership and ensure continuity with the projects of the Public Advisory Committee.

Representative Seat Structure:

The Public Advisory Committee shall consist of the following representation:

- THREE (3) members from the public-at-large (with knowledge of NPCA mandate and related programs including heritage, education, restoration and health being an asset)
- ONE (1) member representing Métis Niagara
- ONE (1) member representing a Chamber of Commerce or the Tourism industry
- ONE (1) member representing agriculture/value-added agriculture sector from the north part of the watershed
- ONE (1) member representing agriculture/value-added agriculture from the south part of the watershed
- ONE (1) member representing the development sector
- ONE (1) member representing the environmental sector
- ONE (1) member representing First Nations
- ONE (1) member representing urban/rural planning (must have Registered Professional Planner designation)
- ONE (1) member representing volunteers/users (e.g. hikers, hunters, campers, anglers, etc.)
- TWO (2) Members from the NPCA Board of Directors comprised of the NPCA Board Chair (ex-officio) and NPCA Board Vice-Chair (ex-officio)

Roles and Expectations of Members:

- Review meeting materials in advance of the meetings and arrive prepared to provide a broad perspective on the items under consideration.
- Submit agenda items to the Committee Chair and staff a minimum of TWO (2) weeks prior to the meeting date for approval.
- Make every effort to attend regularly scheduled meetings. If not available, notify the Chair and staff contact on inability to attend at least one day prior to the meeting date.
- Agree to describe, process and resolved issues in a professional and respectful manner.
- Provide constructive input to help identify future projects or strategic priorities for consideration, respective of their sector representation
- Members are encouraged to go back to their respective sectors with information received at Public Advisory Committee meetings to notify of public opportunities to provide feedback where appropriate.
- In the event of an extended absence in writing, a surrogate may be pre-approved at the discretion of the Committee Chair and NPCA Board.

- Members may cease to be a member of the Committee if they:
 - Resign from the Committee;
 - Fail to attend TWO (2) consecutive meetings without providing reasons of significance to the Committee Chair;
 - No longer objectively represent their sector;
 - Breach of confidentiality or violate the Code of Conduct;
 - The Committee Chair may recommend a member be removed from the Public Advisory Committee if they are no longer meeting their responsibilities.

Leadership:

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

The Committee Chair responsibilities include:

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

The NPCA Board Chair and Vice-Chair responsibilities:

- Act as a conduit between the Public Advisory Committee and the Board
- May be asked to Chair Public Advisory Committee meetings if the Committee Chair is absent

Committee Meeting Requirements:

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

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

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

Administration and Reporting:

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

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

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

Application Process:

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

Calls for Expression of Interest will be fully transparent and made public through the following measures:

- NPCA website and engagement portal
- Social media venues
- Local print media

- Direct contact with appropriate community organizations/groups related to the vacancy (e.g. Homebuilders Association, Nature Clubs, Agricultural organizations)

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

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

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

Applicants will be evaluated based on the following:

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

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. At the discretion of Chair,

Resources and budget:

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

Amendments:

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

DRAFT	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	JAN-2020	FEB-2020	MAR-2020	APR-2020	MAY-2020	JUN-2020	JUL-2020	AUG-2020	SEP-2020	OCT-2020	NOV-2020	DEC-2020	JAN-2021	FEB-2021	MAR-2021	APR-2021	MAY-2021	JUN-2021	JUL-2021	AUG-2021	SEP-2021	OCT-2021	NOV-2021	DEC-2021
Public Advisory Committee meetings			12-Mar			18-Jun			24-Sep		26-Nov													
Full Authority Board meetings	15-Jan	19-Feb	postponed	16-Apr	21-May	18-Jun	15-Jul	n/a	16-Sep	21-Oct	18-Nov	16-Dec												
1. Strategic Plan																								
Introduction to the Strategic Plan process (verbal update) (inc. update on Climate Change Strategy)			X																					
Strategic Plan engagement strategies for various communities/stakeholder groups workshop							X	X	X								X			X				
Engagement Strategies: meetings with individual PAC members (Kerry)														X										
2. Land Management																								
Land Acquisition Strategy						X																		
Engagement opportunities in passive Conservation Areas									X															
3. Source Protection Plan																								
Outreach and Education policies														X										
4. Watershed Management																								
Floodplain Mapping - program overview and update on public consultation to date			X																					
Floodplain Mapping - Advisory Committee Terms of Reference (roles and responsibilities)						X					X			X			X			X			X	
Watershed Floodplain Committee meeting									X		X			X			X						X	
5. Planning and Regulations																								
Customer Service Protocol									X		X													
Fee Schedule Update (tentative due to COVID - may get pushed to 2021)											X									X				
Compliance and Enforcement Education																								
Planning and Permitting Procedural Document																	X							
NPCA Policy Review - Planning and Regulations (after Bill 108)																	X							
6. Restoration + Remedial Action Plan																								
Restoration Grant Program overview and introduction			X			X																		
Fish Consumption Survey or generic RAP overview (with focus on NPCA involvement ways to participate like the fish survey)																								
Fish Populations Assessment (tentative)									X															
Restoration Project Evaluation Criteria									X															
Natural Heritage Restoration Strategy - Project Charter											X													
Beach Closings Assessment (tentative)															X									
RAP Delisting Strategy														X										
7. Engagemet and Outreach																								
PAC Workplan review and approval						X			X															
PAC Co-Chair election																								
Engagement and Community Outreach program overview + Conservation Awards review			X																					
NPCA Year-in Review video			X																					
NPCA website, brand and logo review											X			X										
8. Niagara Peninsula Conservation Foundation																								
Introduction to Foundation and consult on priorities for Foundation workplan + PAC involvement									X					X										
Involvement of PAC members in Foundation events/programs?																								
Foundation Workplan (TBD)											X			X										