

Board of Directors Meeting

October 20, 2023

to be held following Source Protection Authority Meeting

Ball's Falls Centre for Conservation

3292 Sixth Avenue, Jordan, ON

Agenda

CALL TO ORDER – ROLL CALL

The Niagara Peninsula watershed is situated within the traditional territory of the Haudenosaunee, Attiwoonderonk (Neutral), and the Anishinaabeg, including the Mississaugas of the Credit—many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties (No. 3, 4, and 381) and is within the land protected by the Dish with One Spoon Wampum agreement. Today, the watershed is home to many First Nations, Métis, and Inuit peoples. Through the 2021-2031 Strategic Plan, we re-confirm our commitment to shared stewardship of natural resources and deep appreciation of Indigenous culture and history in the watershed.

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF MINUTES

- 3.1. Minutes of the Full Authority Meeting dated, September 15, 2023 (For Approval)**

Page # 1

- 3.2. Closed Session Minutes of the Full Authority Meeting dated September 15, 2023 (For Approval-to be circulated under separate cover)**

4. CHAIR'S UPDATE

5. CORRESPONDENCE

- 5.1 Correspondence dated October 16, 2023, from Hon. Paul Calandra Minister of Municipal Affairs and Housing RE: Proposed Legislation to Return Lands to the Greenbelt and Oak Ridges Moraine (For Receipt)**

Page # 7

- 5.2 Correspondence dated October 3, 2023, from Nottawasaga Valley Conservation Authority RE: Right to repair (For Receipt)**

Page # 9

- 5.3 Correspondence dated September 29, 2023, to Julia Holder, MNRF RE: Request for an Extension Cost Apportioning Agreements for Category 3 – Other Programs and Services as outlined in O. Reg. 687/21 (For Receipt)**

Page # 11

5.4 Correspondence dated September 7, 2023, from Hamilton Conservation Authority RE: HCA Board Resolution RE: Reverse Changes to the Conservation Authorities Act and Ontario Wetland Evaluation System (For Receipt)

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6. PRESENTATIONS

6.1 Presentation by Lise Gagnon, Director Corporate Services RE: 2024 Draft Budgets and Municipal Levies. This presentation is in conjunction with item 9.1 Report No. FA-41-23 RE: 2024 Draft Budget and Municipal Levies (For Receipt)

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7. DELEGATIONS

8. CONSENT ITEMS

8.1 Report No. FA-43-23 RE: 2023 Volunteer Appreciation Event (For Receipt)

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8.2 Report No. FA-44-23 RE: NPCA Planning and Development Semi-Annual Report (For Receipt)

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8.3 Report No. FA-45-23 RE: Compliance and Enforcement Q3 Statistics 2023 (For Receipt)

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9. DISCUSSION ITEMS

9.1 Report No. FA-41-23 RE: 2024 Draft Budget and Municipal Levies (For Approval)

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9.2 Report No. FA-42-23 RE: NPCA Public Advisory Committee - Member Appointment (For Approval)

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9.3 Report No. FA-46-23 RE: Chair and Vice Chair Rotation and Exemption Provision under Conservation Authorities Act (CAA) (For Decision)

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10. COMMITTEE REPORTS

10.1 Finance Committee Minutes dated September 27, 2023

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10.2 Public Advisory Committee Minutes dated September 14, 2023.

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10.3 Governance Committee Meeting Minutes dated September 15, 2023.

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11. MOTIONS

12. NOTICES OF MOTION

13. NEW BUSINESS

13.1 Verbal update RE: Nagara Peninsula Conservation Foundation

14. CLOSED SESSION

14.1 (Confidential Appendix 1 to Report FA-42-23 RE: NPCA Public Advisory Committee - Member Appointment will be circulated under separate cover.)

15. ADJOURNMENT

Board of Directors Meeting
September 15, 2023 at 9:00 AM
Ball's Falls Centre for Conservation
3292 Sixth Avenue, Jordan, ON
Minutes

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*

CALL TO ORDER

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

MEMBERS PRESENT:

R. Foster (Chair)
S. Beattie
D. Cridland
B. Grant
P. O'Neill
D. Huson
J. Metcalfe
M. Seaborn
M. Tadeson
B. Clark

REGRETS:

OTHERS:

Lindsay Taylor, Sustainability Director, St. Catharines Downtown

STAFF PRESENT:

C. Sharma, CAO / Secretary – Treasurer
A. Christie, Director, Conservation Areas
D. Deluce, Senior Manager Environmental Planning & Policy
J. Diamond, Manager, Watershed Monitoring and Reporting
T. Gaade, Program Coordinator, Watershed Strategies and Climate Research
L. Gagnon, Director, Corporate Services
N. Green, Manager, Climate Change and Special Programs
L. Lee-Yates, Director, Planning and Development
S. Miller, Senior Manager, Infrastructure Engineering & Asset Management
G. Shaule, Administrative Assistant
J. Sinibaldi, Manager, Strategic Business Planning and Public Relations
G. Verkade, Senior Manager Integrated Watershed Strategies

1. APPROVAL OF AGENDA

Resolution No. FA-83-2023

Moved by Brad Clark

Seconded by Stew Beattie

THAT the agenda for the Full Authority Meeting dated September 15, 2023 **BE ADOPTED.**

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF MINUTES

3.1. Minutes of the Full Authority Meeting dated, July 21, 2023

Resolution No. FA-84-2023

Moved by Brian Grant

Seconded by Donna Cridland

THAT the Minutes of the Full Authority Meeting dated July 21, 2023 **BE ADOPTED**

CARRIED

4. CHAIR'S UPDATE

- 2 Billion Trees project- NPCA applications being advocated with local MP's and various MPP's.
- Attended Butterfly Pollinator opening in Thorold with Kerry Royer and Chandra Sharma in Memory of Mickey Di Fruscio
- Issues surrounding Great Lakes and shoreline erosion was discussed with MP Badawey

5. CORRESPONDENCE

5.1. Correspondence dated August 18th, 2023, from Mississaugas of the Credit First Nation RE: Development of Lots 6-8, Con 6, City of Hamilton; and Lots 21-22, Con1, Town of Grimsby

Resolution No. FA-85-2023

Moved by Michelle Seaborne

Seconded by Diana Huson

THAT Correspondence from Mississaugas of the Credit First Nation RE: Development of Lots 6-8, Con 6, City of Hamilton; and Lots 21-22, Con1, Town of Grimsby **BE RECEIVED;**

AND FURTHER THAT NPCA staff and Chair Foster **TO CONSULT** with the Mississaugas of the Credit First Nation

CARRIED

5.2. Correspondence dated Aug. 14, 2023 from the Town of Grimsby RE: Beamer Conservation Area

5.3. Correspondence dated July 21, 2023 from The Niagara Region RE: Proposed Provincial Planning Statement – Natural Heritage Policies

Resolution No. FA-86-2023

Moved by Patrick Oneil

Seconded by Mark Tadeson

THAT the following correspondence **BE RECEIVED:**

- Correspondence dated Aug. 14, 2023 from the Town of Grimsby RE: Beamer Conservation Area
- Correspondence dated July 21, 2023 from The Niagara Region RE: Proposed Provincial Planning Statement – Natural Heritage Policies

CARRIED

6. PRESENTATIONS

6.1. Josh Diamond, Manager, Watershed Monitoring and Reporting Re: Water Quality Monitoring Program Summary Report for the Year 2022. (This presentation is in conjunction with agenda Discussion item 9.2 Report No. FA-37-23 RE: Water Quality Monitoring Program Summary Report for the Year 2022)

Resolution No. FA-87-2023

Moved by John Metcalfe

Seconded by Brad Clark

THAT Presentation from Josh Diamond, Manager, Watershed Monitoring and Reporting Re: Water Quality Monitoring Program Summary Report for the Year 2022 **BE RECEIVED**

CARRIED

7. DELEGATIONS

7.1. Lindsay Taylor, Sustainability Director, St. Catharines Downtown Association RE: Natural Asset Management (For Receipt- This presentation is in conjunction with agenda Discussion item 8.1 Report No. FA- 38-23 RE: Natural Asset Inventory and Management Initiative)

Resolution No. FA-88-2023

Moved by Stew Beattie

Seconded by Brian Grant

THAT Presentation from Lindsay Taylor, Sustainability Director, St. Catharines Downtown Association re: Natural Asset Management **BE RECEIVED**

CARRIED

8. CONSENT ITEMS

8.1 Report No. FA- 38-23 RE: Natural Assets Inventory and Management Initiative. – This item was brought forward to be addressed in conjunction with item 7.1. Presentation by Lindsay Taylor, Sustainability Director, St. Catharines Downtown Association RE: Natural Asset Management

Resolution No. FA-89-2023

Moved by Stew Beattie

Seconded by Brian Grant

THAT Report No. FA-38-23 RE: Natural Assets Inventory and Management Initiative **BE RECEIVED**

CARRIED

9. DISCUSSION ITEMS

9.1 Report No. FA 36-23 RE: Niagara Peninsula Conservation Authority (NPCA) – Appointment of Regulations Officers

Resolution No. FA-90-2023

Moved by Donna Cridland

Seconded by Michelle Seaborn

THAT Report No. FA 36-23 RE: Niagara Peninsula Conservation Authority (NPCA) – Appointment of Regulations Officers **BE RECEIVED**

AND THAT Marlo Ostapiak, **BE APPOINTED**, for the term of employment with the NPCA, as an Officer of the NPCA and Provincial Offences Officer.

CARRIED

9.2 Report No. FA-37-23 RE: Water Quality Monitoring Program Summary Report for the Year 2022 (For Approval-This report is in conjunction with agenda Presentation 6.1 Josh Diamond, Manager, Watershed Monitoring and Reporting RE: Water Quality Monitoring Program Summary Report for the Year 2022)

Resolution No. FA-91-2023

Moved by Diana Huson

Seconded by Patrick O'Neil

THAT Report No. FA 37-23 RE: Water Quality Monitoring Program Summary Report for the Year 2022 **BE RECEIVED**

THAT the actions highlighted in the report to inform municipalities, stakeholders, and the public about the report findings and best practices to improve local water quality **BE IMPLEMENTED**.

AND FURTHER THAT a copy of this report **BE CIRCULATED** to municipalities, Ministry of Natural Resources and Forestry (MNRF), Ministry of the Environment and Parks (MECP) and the Federal Ministry of Environment and Climate Change Canada (ECCC).

CARRIED

9.3 Report No. FA-35-23 RE: 2023 NPCA Quarterly Progress Report #5 Required for Conservation Authorities Act Amendments: Transition Plan and Agreements (O. Reg. 687/21) and Request for Extension of Final Transition Date

Resolution No. FA-92-2023

Moved by Mark Tadeson

Seconded by John Metcalfe

THAT Report No. FA -35-23 RE: 2023 NPCA Quarterly Progress Report #5 Required for Conservation Authorities Act Amendments: Transition Plan and Agreements (O. Reg. 687/21) and Request for Extension of Final Transition Date **BE RECEIVED**

AND FURTHER THAT a request to the Ministry of Natural Resources and Forestry **BE SUBMITTED** to extend the transition deadline to April 30, 2024 for concluding the Category 3 cost apportioning agreements between the NPCA and its participating municipalities, and until the municipal budget process is concluded and Conservation Authority Levy has been approved by the participating municipalities.

CARRIED

10. COMMITTEE REPORTS

11. MOTIONS

12. NOTICES OF MOTION

13. NEW BUSINESS

13.1 Verbal update RE: Nagara Peninsula Conservation Foundation

D. Huson provided the following information:

- New staff: Sharon Pfeifer, Development and Investor Relations Officer was introduced
- NPCF and NPCA supported Chair Bradley's Golf Tournament
- Social media to strengthen NPCF, promotion of NPCF through Many Seeds
- Fundraising Campaign Committee has initiated their work
- Donation from Florence Foundation
- Enbridge Grant in the process

- \$10,000 Regional Chair donation is pending

14. CLOSED SESSION

14.1 A proposed or pending acquisition or disposition of land by the NPCA Report No. FA-39-23 RE: Land Securement Update and Proposed Additions to the 2023 Priorities

14.2 Matter of a proposed or pending negotiation of leased property by the NPCA Report No. FA- 40-23 RE: Lease Negotiation.

Resolution No. FA-93-2023

Moved by Brad Clark

Seconded by Stew Beattie

THAT in accordance with Sections 10.1 of the NPCA Administrative By-law, the Board hereby **PROCEEDS** into closed session at 9:58 a.m. for the purpose of discussion on matters related to a proposed or pending acquisition or disposition of land and for proposed or pending negotiation of leased property by the NPCA

CARRIED

Resolution No. FA-94-2023

Moved by John Metcalfe

Seconded by Donna Cridland

THAT the meeting **RECONVENE** in open session at 10:54 a.m.

CARRIED

Resolution No. FA-95-2023

Moved by Brad Clark

Seconded by Brian Grant

THAT A proposed or pending acquisition or disposition of land by the NPCA (Confidential Report No. FA-39-23 RE: Land Acquisition **BE RECEIVED**.

AND FURTHER THAT staff **BE INSTRUCTED** to proceed as directed in Closed Session.

CARRIED

Resolution No. FA-96-2023

Moved by Diana Huson

Seconded by John Metcalfe

THAT Matter of a proposed or pending negotiation of leased property by the NPCA (Confidential Report No. FA- 40-23 RE: Lease Negotiation **BE RECEIVED**.

AND FURTHER THAT staff **BE INSTRUCTED** to proceed as directed in Closed Session.

15. ADJOURNMENT

Chair Foster called the Full Authority Board Meeting on September 15, 2023 to adjourn at 10:56 a.m.

From: minister.mah@ontario.ca <minister.mah@ontario.ca>

Sent: Monday, October 16, 2023 7:57 PM

To: Chandra Sharma <csharma@npca.ca>

Subject: Letter from Minister Calandra - Niagara Peninsula Conservation Authority

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister
777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre
777, rue Bay, 17^e étage
Toronto ON M7A 2J3
Tél. : 416 585-7000



234-2023-5060

October 16, 2023

Dear Municipal Clerks/CAOs, and Conservation Authority Administrators:

Subject: Proposed Legislation to Return Lands to the Greenbelt and Oak Ridges Moraine

I am writing to you to let you know that the Ontario government [introduced legislation](#) that if passed, would restore the 15 parcels of land that were redesignated or removed from the Greenbelt Plan and the Oak Ridges Moraine Conservation Plan areas in late 2022. The Greenbelt Statute Law Amendment Act, 2023, if passed, would enhance protections for these areas by ensuring any future boundary changes can only be made through an open, public and transparent legislative process.

In response to the feedback from Indigenous communities, the public, municipalities and stakeholders we introduced proposed legislative amendments that would:

- Add 15 sites back to the Greenbelt that were removed in December 2022 by incorporating the description of the Greenbelt Area and Oak Ridges Moraine Area boundaries directly into the proposed legislation.
- Eliminate the authority to remove lands from the Greenbelt Area and Oak Ridges Moraine Area by regulation so that any future removals would require legislative change to the Greenbelt Act or the Oak Ridges Moraine Conservation Act.
- Revoke the existing Greenbelt Area boundary regulation (O. Reg. 59/05) and the existing regulation that designates the Oak Ridges Moraine Area (O. Reg. 1/02).
- Undo the redesignation of lands to Settlement Area in the Oak Ridges Moraine Conservation Plan.
- Provide for a concurrent amendment to the Greenbelt Plan's land use schedules to restore the same protections to lands that they had before the 2022 amendment
- Continue to ensure provide that no Plan amendments can be made that would reduce its total area in the Greenbelt Plan..
- Reverse the repeal of the Duffins Rouge Agricultural Preserve Act, 2005.
- Restore the same protections for easements and covenants on the lands in the Duffins Rouge Agricultural Preserve that they had before the 2022 amendment, and
- Strengthen immunity provisions.

The amendments, if passed, will maintain the lands added to the Greenbelt in 2022, which includes a total of 9,400 acres (13 additions of Urban River Valleys and lands in the Paris Galt Moraine area).

Request for Feedback

More information on the legislative proposal to amend the Greenbelt Act, 2005, Oak Ridges Moraine Conservation Act, 2001 and other related legislation can be found on the Environmental Registry of Ontario (ERO) at:

- [ERO #019-7739 – Proposal to return lands to the Greenbelt - Greenbelt Statute Law Amendment Act, 2023.](#)
- [ERO #019-7735 – New Act regarding the Duffins Rouge Agricultural Preserve easements and covenants.](#)

Information and mapping on the 2022 decision to amend the Greenbelt Plan and Oak Ridges Moraine Conservation Plan can be found here:

- [ERO #019-6216 - Amendments to the Greenbelt Plan](#)
- [ERO #019-6218 Proposed redesignation of land under the Oak Ridges Moraine Conservation Plan O. Reg. 140/02](#)

I look forward to receiving your feedback on this proposal. Comments can be sent through the registry or to greenbeltconsultation@ontario.ca by November 30, 2023.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Paul Calandra', with a stylized flourish at the end.

Hon. Paul Calandra
Minister of Municipal Affairs and Housing

- c. Martha Greenberg, Deputy Minister, Municipal Affairs and Housing
Sean Fraser, Assistant Deputy Minister, Municipal Affairs and Housing, Planning and Growth Division
-



Nottawasaga Valley
Conservation Authority

October 3, 2023

(Via email.)

Hon. Francois Philippe Champagne PC MP
Minister of Innovation, Science and Industry

Hon. Lawrence MacAulay PC MP
Minister of Agriculture

Dear Ministers,

Further to the enclosed motion, the Nottawasaga Valley Conservation Authority Board of Directors wishes to express its support for the Right to Repair concept, and to encourage your government to move expeditiously to launch promised consultations to enshrine this important consumer-protection measure into federal law. We also wish to express our hope that the consultations will include a particular focus for how Right to Repair may benefit our agricultural sector.

We understand other municipalities have forwarded similar resolutions to your attention, and we are encouraging our colleagues in other Conservation Authorities to consider doing the same.

Thank you for your consideration of this important matter.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Gail Little".

Gail Little
Chair, NVCA
Deputy Mayor, Township of Amaranth

A handwritten signature in black ink, appearing to read "Jonathan Scott".

Jonathan Scott
Vice-Chair, NVCA
Councillor, Town of Bradford West Gwillimbury

cc

Adam Chambers MP
Scot Davidson MP
Terry Dowdall MP
John Brassard MP
Doug Shipley MP
Kyle Seebach MP
Angela Coleman, Conservation Ontario
Ontario's other 35 Conservation Authority Chairs



NOTTAWASAGA VALLEY CONSERVATION AUTHORITY
BOARD OF DIRECTORS
MEETING NO. 08-23-BOD
September 22, 2023
8195 8th Line, Utopia ON, L0M 1T0

Agenda Item#: 13
Resolution#: 56-23

MOVED BY: Vice-Chair Jonathan Scott

SECONDED BY: Cllr. Joe Belanger

RESOLVED THAT: "right-to-repair" movement seeks to ensure consumers of electronic products, including mobile phones and computers, as well as agricultural equipment, are able to make routine fixes to damaged products without having to rely on the manufacturer and to affordably make such repairs; and

WHEREAS: this movement and efforts against "planned obsolescence" seeks to ensure affordability for consumers and to protect our environment by reducing electronic waste; and

WHEREAS: the agricultural sector has unique needs related to specialized electronic farm equipment and the ability to make repairs in a timely and affordable manner, especially during the growing season; and

FURTHER THAT: a commitment in the 2023 federal budget that "the government will work to implement a right to repair, with the aim of introducing a targeted framework for home appliances and electronics in 2024. The government will launch consultations this summer, including on the right to repair and the interoperability of farming equipment, and work closely with provinces and territories to advance the implementation of a right to repair" (p. 38); and

BE IT THEREFORE RESOLVED THAT: Nottawasaga Valley Conservation Authority Board endorses the right-to-repair movement through a letter from the Chair and Vice-Chair to call on the federal government to expedite the promised consultations to enshrine this principle in consumer-protection law, with specific consultations and measures related to supporting the agricultural sector undertaken; and

FURTHER THAT: a copy of this resolution and accompanying letter be shared with the Minister of Innovation, Science and Economic Development; the Minister of Agriculture; the Members of Parliament in the Nottawasaga watershed; and to Conservations Ontario and Ontario's conservation authorities, with a request for their endorsement of same.

☒ Carried ☐ Approved by Consent ☐ Defeated ☐ Tabled

☐ Deferred until _____

A handwritten signature in cursive script, reading "Dave Little".

NVCA Chair

VIA MAIL: ca.office@ontario.ca

Sept. 29, 2023

Julia Holder
A/Coordinator, Conservation Authorities Unit
Conservation Authorities and Natural Hazards Section
Policy Division
Ministry of Natural Resources and Forestry

Dear Ms. Holder,

Re: Request for an Extension cost apportioning agreements for Category 3 – Other Programs and Services as outlined in O. Reg. 687/21

On behalf of the Niagara Peninsula Conservation Authority (NPCA), I am writing to formally request an extension to the January 1, 2024, transition date for completion of our cost apportioning agreements for Category 3 programs.

NPCA's participating municipalities (Regional Municipality of Niagara, City of Hamilton, and Haldimand County) have received NPCA's Draft Agreement and we continue to make progress towards signed agreements aligned with 2024 approval of municipal Levy and NPCA budget. Our municipal partners are in the process of legal review of agreements.

At NPCA Board of Directors meeting dated September 15h 2023, Resolution No. FA-92-2023 was approved::

***THAT Report No. FA -35-23 RE: 2023 NPCA Quarterly Progress Report #5
Required for Conservation Authorities Act Amendments: Transition Plan and
Agreements (O. Reg. 687/21) and Request for Extension of Final Transition Date
BE RECEIVED:***

***AND FURTHER THAT a request to the Ministry of Natural Resources and Forestry
BE SUBMITTED to extend the transition deadline to April 30, 2024 for concluding the
Category 3 cost apportioning agreements between the NPCA and its participating
municipalities, and until the municipal budget process is concluded and Conservation
Authority Levy has been approved by the participating municipalities.***

We respectfully request an extension to the transition deadline to April 30th 2024. Please feel free to contact me should you have any questions.

Sincerely,



Chandra Sharma, MCIP, RPP

Chief Administrative Officer/ Secretary-Treasurer

Email: Csharma@npca.ca

HAMILTON CONSERVATION AUTHORITY

MOTION

Board of Directors: September 7, 2023

MOVED BY: Brian McHattie

SECONDED BY:

Whereas over the past several years the Provincial Government has amended the Conservation Authorities Act to reduce the effectiveness of Conservation Authorities in protecting natural heritage (i.e., Bill 23, and;

Whereas, the Provincially Significant Wetland Evaluation System has also been changed leading Conservation Ontario to estimate that over 80% of the wetlands that currently receive protection will lose this status, and;

Whereas, legislative changes implemented January 1, 2023 to Conservation Authority roles related to Natural Heritage and review under prescribed Acts as well changes to the Ontario Wetland Evaluation System, as well as remaining legislative changes regarding Conservation authority development regulations that have not yet come into effect, if implemented, would have serious unintended consequences, and;

Whereas recent reports by the Provincial Auditor-General and the Integrity Commissioner have raised serious concerns on the bias and lack of transparency and fairness in the Greenbelt removals, drawing conclusions that the changes unfairly benefitted private landowners, and;

Whereas, the role of Conservation Authorities in protecting natural heritage and mitigating/ adapting for climate change has never been more important in light of the 6th Mass Extinction in biodiversity and the increasing possibility that Canada and the world will not meet the Paris Accord greenhouse gas target limiting temperature rise to less than 1.5 degrees Celsius, and;

Whereas the Hamilton Conservation Authority's ability to provide comments on natural heritage to the City of Hamilton is critical and must be restored.

Therefore:

That the Hamilton Conservation Authority Board of Directors respectfully request that:

- a) the Province of Ontario reverse recent changes to the Conservation Authorities Act and Provincially Significant Wetland Evaluation System that adversely affect natural heritage protection, and;

- b) the Province of Ontario's Auditor General undertake an investigation into the processes that were followed to make the above policy decisions, and whether this decision-making structure and its outcomes provide Ontarians with value for money, and;
- c) That the Hamilton Conservation Authority Board requests that City of Hamilton Council provide similar direction to the Province of Ontario and;
- d) That a copy of this Hamilton Conservation Authority Board of Director's motion be shared with local Members of Provincial Parliament, Conservation Ontario and all conservation authorities in Ontario.



Niagara Peninsula
CONSERVATION
nature for all



2024 DRAFT BUDGETS & MUNICIPAL LEVIES

NPCA BOARD OF DIRECTORS – OCTOBER 20, 2023



2024 KEY HIGHLIGHTS

- 2024 zero-based operating budget - \$13.303M (\$12.883M – 2023) supported by:
 - Municipal levy: 52.9% - \$7.041M (53.9% - 2023)
 - Authority generated revenues: 41.4% - \$5.51M (39.8% - 2023)
 - Other revenues: 5.7% - \$753K (6.3% - 2023)
- Operating volume increased 3.26%, or \$421K - address gaps & achieve required service levels, increases in authority generated activity.
- Reliance on municipal levy reducing (64.5% in 2020 – 52.9% in 2024)
- Increased authority generated revenues (25.2% in 2020 – 41.4% in 2024)
- Key drivers:
 - COLA (*OPSEU collective agreement*) – 2.25% + salary grid/step increases
 - Inflation

2024 – OPERATING REVENUES

Operating Budget - Revenues	2024 Budget	2023 Budget	Variance
Municipal Funding	7,040,886	6,947,104	93,782
Provincial Funding	540,660	538,760	1,900
Federal Funding	212,323	268,000	- 55,677
Program Revenue	4,077,247	4,084,201	- 6,954
Other	1,432,053	1,044,418	387,635
Total - Operating Revenues	13,303,169	12,882,483	420,686



2024 - EXPENSES

Operating Budget - Expenses	2024 Budget	2023 Budget	Variance
Salaries and benefits, Employee Related	8,972,903	8,641,201	331,702
Governance	41,000	41,000	-
Professional Fees, Contractor Services	1,043,691	1,071,133	- 27,442
Materials & Supplies, Vehicles & Equipment	701,109	663,790	37,319
Occupancy Costs	795,892	630,522	165,370
Park Maintenance	654,143	626,300	27,843
Information Management/GIS	455,112	473,487	- 18,375
Marketing, Advertising, Printing, Signs	91,680	92,000	- 320
Special Events (Festival, Holiday Trail)	211,260	331,000	- 119,740
Flood Forecasting & Water Quality	144,400	131,500	12,900
Miscellaneous	191,979	180,550	11,429
Total - Operating Expenses	13,303,169	12,882,483	420,686



LEVY APPORTIONMENT

Calculated from current value assessment data provided by MPAC and modified by MNRF based on CA Levies Regulation



	2024 Levy	2023 Levy	
Municipality	Apportionment	Apportionment	Variance
Haldimand	1.8989%	1.8931%	0.0058%
Hamilton	21.1370%	21.1484%	-0.0114%
Niagara	76.9641%	76.9585%	0.0056%
Total	100.0000%	100.0000%	0.0000%



2024 SPECIAL LEVY

Capital and Special Projects	2024 Budget	2023 Budget	Variance
Corporate Administration	-	54,026	- 54,026
Corporate Services	305,002	124,259	180,743
Land Operations - Balls Falls	184,053	189,089	- 5,036
Land Operations - Binbrook	315,520	64,831	250,689
Land Operations - Chippawa Creek	-	108,050	- 108,050
Land Operations - Long Beach	315,520	135,064	180,456
Land Operations - Passive Parks	762,505	875,442	- 112,937
Watershed	422,611	467,398	- 44,787
Total - Capital & Special Projects	2,305,211	2,018,159	287,052



2024 UNFUNDED BUDGET PRIORITIES

2024 Unfunded Budget Priorities										
Classification		Niagara		Hamilton		Haldimand		External		TOTAL
Integrated Watershed Strategies		3,010,267		137,391		12,343		-		3,160,000
Natural Hazard Management		975,000		-		-		-		975,000
Conservation Authority Act Transition		115,446		31,706		2,848		-		150,000
Corporate Services and Asset Management		792,730		217,711		19,559		-		1,030,000
Corporate Administration		38,482		10,569		949		-		50,000
State of Good Repair (SOGR) / Health and Safety		6,659,469		1,168,913		46,618		100,000		7,975,000
		11,591,394		1,566,289		82,317		100,000		13,340,000



LEVY SUMMARY - 2024

LEVY SUMMARY - 2024						
				Variance		
	2024	2023		Amount		%
NIAGARA						
General Levy	5,418,955	5,235,095		183,860		3.51%
Special Levy - Capital	1,601,271	1,576,703		24,568		1.56%
Special Levy - Land Securement	250,000	250,000		-		0.00%
SUB TOTAL	7,270,226	7,061,798		208,428		2.95%
Pandemic Funding	-	111,292	-	111,292		-100.00%
TOTAL	7,270,226	7,173,090		97,136		1.35%
HAMILTON						
General Levy	1,488,232	1,469,201		19,031		1.30%
Special Levy - Capital	263,309	232,786		30,523		13.11%
Special Levy - Land Securement	148,039	148,039		-		0.00%
TOTAL	1,899,580	1,850,026		49,554		2.68%
HALDIMAND						
General Levy	133,699	131,516		2,183		1.66%
Special Levy - Capital	14,679	15,035	-	356		-2.37%
Special Levy - Land Securement	13,252	13,252		-		0.00%
TOTAL	161,630	159,803		1,827		1.14%
CONSOLIDATED						
General Levy	7,040,886	6,835,812		205,074		3.00%
Special Levy - Capital	1,879,259	1,824,524		54,735		3.00%
Special Levy - Land Securement	411,291	411,291		-		0.00%
SUB TOTAL	9,331,436	9,071,627		259,809		2.86%
Pandemic Funding	-	111,292	-	111,292		-100.00%
TOTAL	9,331,436	9,182,919		148,517		1.62%





THANK YOU / QUESTIONS?

Report To: Board of Directors

Subject: 2023 Volunteer Appreciation Event

Report No: FA-43-23

Date: October 20, 2023

Recommendation:

THAT Report No. FA-43-23 RE: 2023 Volunteer Appreciation Event **BE RECEIVED.**

Purpose:

To inform the Board about the upcoming 2023 NPCA volunteer appreciation event and to extend an invitation to all Board members to attend.

Background:

Volunteerism is an important part of what makes communities thrive. The NPCA boasts a roster of well over 1,000 volunteers for the success of several programs such as environmental stewardship and restoration, community outreach, and nature education to encourage conservation-inspired action within the watershed community.

In 1991, NPCA established the annual Conservation Awards to recognize groups and individuals who voluntarily contribute to the conservation, restoration, and management of natural resources. Since then, the NPCA has hosted a Conservation Awards reception combined with an opportunity to recognize NPCA volunteers.

The event enhances community engagement and demonstrates the importance of volunteer actions. In addition, it provides NPCA Board of Directors and staff an opportunity to meet volunteers, and partners for enhanced collaboration.

Discussion:

To provide a greater spotlight on the achievements accomplished by, and with, volunteers and to appropriately recognize volunteers for their contributions, the NPCA will now be hosting a separate volunteer appreciation event. NPCA staff solicited feedback from NPCA Public Advisory Committee (PAC) members at their September 14, 2023, meeting on various elements of the event (e.g., music, photography, sustainability considerations, etc.).

The 2023 volunteer appreciation event will be held at Club Roma in St. Catharines on Wednesday, November 8, 2023 at 5:30 p.m. In addition to being recognized and celebrated, all volunteers will receive a token of appreciation at the event as well as enjoy a family-style meal, s'mores, and music.

The NPCA plans to broaden the scope and reach of the Conservation Awards in the future to recognize and promote best practices in conservation, sustainability, and climate change across multiple sectors within the NPCA watershed. NPCA plans to collaborate with the Niagara Peninsula Conservation Foundation to establish an enhanced version of the Conservation Awards in the coming years.

Financial Implications:

There are no financial implications as the event and appreciation gift are included as part of the regular NPCA operations and existing budget.

Related Reports or Appendices:

None.

Links to Policy/Strategic Plan:

Goal 4.2 Foster relationships with the community, non-governmental organizations, businesses, agriculture, industry, and academic institutions for collective outcomes and impact. Goal 3.2 Lead nature education, environmental stewardship, and volunteerism.

Authored by:

Original Signed By:

Kerry Royer
Community Outreach and Engagement Specialist

Reviewed by:

Original Signed By:

Natalie Green
Manager, Climate Change and Special Programs

Reviewed by:

Original Signed By:

Leilani Lee-Yates, MCIP RPP
Director, Planning and Development
Interim Director, Watershed Strategies and Climate Change

Submitted by:

Original Signed By:

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

Report To: Board of Directors

Subject: NPCA Planning and Development Semi-Annual Report

Report No: FA-44-23

Date: October 20, 2023

Recommendation:

That Report No. FA-44-23 RE: Planning and Development Semi-Annual Report **BE RECEIVED** for information.

Purpose:

The purpose of this report is to update the Board of Directors on the Planning and Development activities during the first half of 2023 (i.e. January to June 2023). The reporting of statistics within the Planning and Development department is a requirement of the NPCA Client Service Standards Document and Conservation Ontario.

Background:

The Planning and Development department is responsible for providing a variety of services to our municipal clients as well as the public. This includes reviewing *Planning Act* and *Niagara Escarpment Planning and Development Act* applications, and municipal Building Permit applications where there is a feature regulated by the NPCA. Planning and Development staff also respond to general phone/email inquiries, and issue Work Permits under Section 28 of the *Conservation Authorities Act*.

NPCA staff monitor a variety of metrics and report these on a semi-annual basis to the Board.

Discussion:

A total of 651 applications (plan review, permit review and infrastructure review) were reviewed during the six-month period. This represents an overall 19 percent decrease from the first half of 2022. While there has been a slight decrease in the number of applications for the first six months as compared to 2022, the complexity of issues and

difficulty to find suitable candidates for vacant watershed planner and planning ecologist positions resulted in a substantial workload for the Planning and Development team.

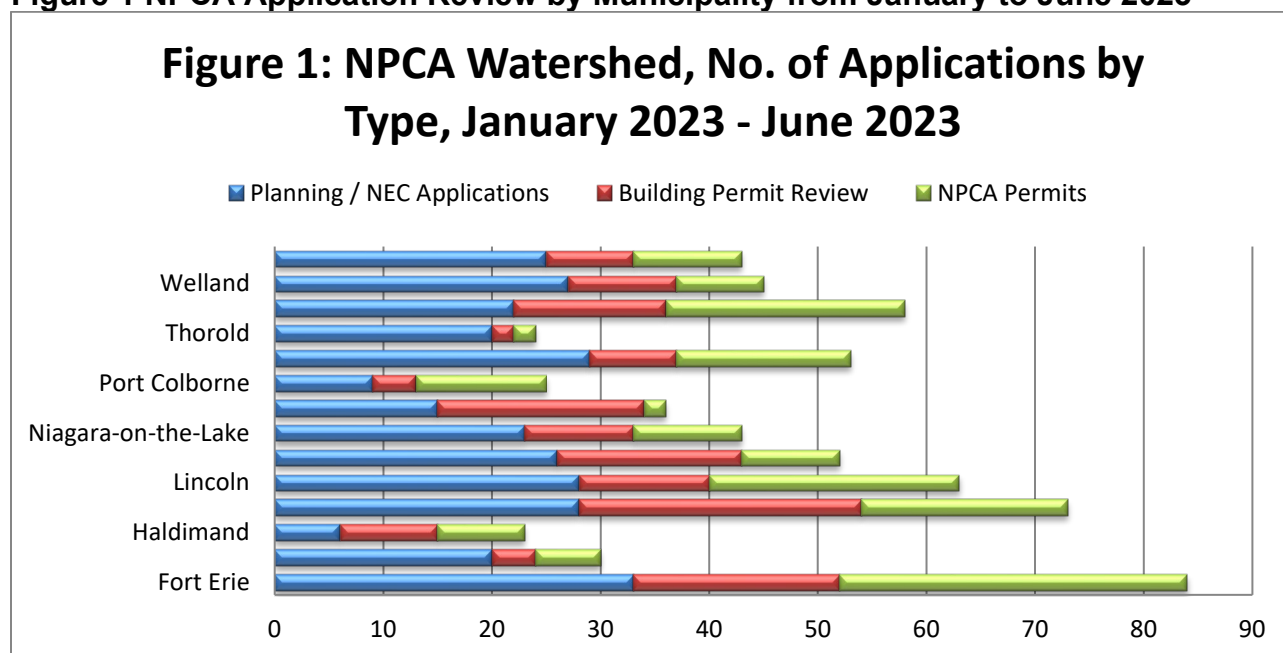
Planning and Development reviewed 115 *Planning Act* (various types and complexity) and 20 Niagara Escarpment Commission (NEC) Development Permit applications, 162 municipal Building Permit applications and 59 property information requests. Staff also provided comments on 110 *Planning Act* pre-consultation proposals, reviewed 4 proposals relating to the provincial Section 28 Regulations Team (DART) Protocol under the *Drainage Act* and were involved in 7 Environmental Assessments. In addition, staff processed 178 Work Permits under Section 28.

Table 1 and Figure 1 provide a breakdown of review activity by municipality within the reporting period.

Table 1 NPCA Application Reviews by Municipality from January to June 2023

Municipality	Plan Review (Planning Act/NEC/EA/Drainage Act)	Building Permit Review	NPCA Permits	Total	%
Fort Erie	33	19	32	84	13%
Grimsby	20	4	6	30	5%
Haldimand	6	9	8	23	4%
Hamilton	28	26	19	73	11%
Lincoln	28	12	23	63	10%
Niagara Falls	26	17	9	52	8%
Niagara-on- the-Lake	23	10	10	43	7%
Pelham	15	19	2	36	6%
Port Colborne	9	4	12	25	4%
St. Catharines	29	8	16	53	8%
Thorold	20	2	2	24	4%
Wainfleet	22	14	22	58	9%
Welland	27	10	8	45	7%
West Lincoln	25	8	10	43	7%
Total	311	162	179	652	100%

Figure 1 NPCA Application Review by Municipality from January to June 2023



In the first half of 2023, 57 percent of all Permits were reviewed within the Conservation Ontario (CO) timeframes as opposed to 73 percent in 2022. The average processing time for Permits is 27 business days. A detailed break-down the Permit review timelines is provided in Table 2. As noted, since January of 2023, there have been two vacant watershed planner and a planning ecologist position that have been difficult to fill with suitable candidates, which has resulted in longer than usual application processing times. However, it is anticipated that the broader compensation review should help attract potential candidates, and the Planning and Development management team continues to explore service improvements with the goal of improving processing times. Recruitment to fill vacancies continues to be a priority.

Table 2 NPCA Permit Processing Times

Number of Days	Permits Issued Based on Type within CO Guidelines	Permits Issued Based on Type outside of CO Guidelines	Total Permits Issued (By Type)	% Permits Processed within CO Guidelines	% Permits Processed outside of CO Guidelines
1-14 Days Routine Permit	24	42	66	36%	64%
15-21 Days Minor Permit	25	32	57	44%	56%
22-28 Days Major Permit	33	23	56	59%	41%
Total Reviews	102	77	179	57%	43%

Continuous Improvement

There are a number of continuous improvement initiatives and projects being undertaken in the Planning and Development section in 2023:

- Hired a new Senior Watershed Planner in July to focus on NPCA municipal infrastructure review.
- Hired a new Water Resources Engineer in April to provide technical review of applications.
- Implemented new internal processes to streamline the technical review of applications (e.g. file triage meetings).
- Undertaking an update to the NPCA's regulated wetland and karst mapping to provide our clients with more accurate wetland mapping.
- Responding to Provincial policy matters posted on the Environmental Registry of Ontario.
- Monthly coordination meetings with Municipal partners and NEC.

Financial Implications:

There are no financial implications from this report.

Links to Policy/Strategic Plan

The daily work of the Planning and Development section contributes to a healthy and resilient climate and supports sustainable growth by protecting people and properties from natural hazards and climate impacts, and maintaining a high standard of client services, tools, and procedures for planning review and permits.

Related Reports and Appendices:

None

Authored by:

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Senior Manager, Planning and Regulations

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Director, Watershed Management

Submitted by:

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

Report To: Board of Directors

Subject: Compliance and Enforcement Q3 Statistics 2023

Report No: FA-45-23

Date: October 20, 2023

Recommendation:

THAT Report No. FA-45-23 RE: Compliance and Enforcement Q3 Statistics 2023 **BE RECEIVED.**

Purpose:

The purpose of this report is to provide the Board with an overview summary of the 2023 third quarter activities related to Compliance and Enforcement in the NPCA watershed.

Background:

The Compliance and Enforcement Service Area at the Niagara Peninsula Conservation Authority (NPCA) plays a pivotal role in the protection and conservation of wetlands, shorelines, and escarpment areas in the NPCA jurisdiction. The overall goal is to protect life and property from natural hazards such as flooding and erosion. Three quarterly reports and one annual report is provided to the Board of Directors on statistics tracked by staff.

Discussion:

Q3 2023 Compliance and Enforcement Statistics

The regulations team tracks a significant amount of data in relation to each complaint and potential violation reported to and investigated by staff. This is done both to support progressive compliance or enforcement actions if required, provide all regulations staff with access to pertinent file data, and to identify and assess on-going or continuing concerns, trends, and resourcing requirements. These statistics are only for Section 28 complaints and violations and do not include concerns in relation to Section 29 of the *Conservation Authorities Act* (Conservation Authority properties).

The statistics below are from July 1, 2023, to September 30, 2023.

General Q3 File Statistics

	2019	2020	2021	2022	2023
Open / Active Files					29
Closed / Resolved Files					78
TOTAL	22	70	88	56	107

Complaint Validity

	Q3 2023
NPCA jurisdiction – valid concern	93
Not NPCA jurisdiction or valid concern – file closed	14
Under review by NPCA or not specified	0
TOTAL	107

Complaint / Violation Avenues

	Q3 2023
TIPS – email, voicemail, online form	54
Staff Voicemail / Phone / Email	15
Professional Contacts	23
Officer Found	9
Other / Not Specified	6
TOTAL	107

Complaints By Regulated Feature

	Q3 2023
Lake Ontario Shoreline	1
Lake Erie Shoreline	16
Wetlands and Wetland Buffers	34
Watercourses and Watercourse Buffers	26
Valleyland and Valleyland Buffers	7
Floodplains	11
Hazardous Lands	1
Municipal Drains / Watercourses	0
Other / Not Specified	11
TOTAL	107

* Regulated Features was not specifically tracked in related data until 2023.

Complaints and Potential Violations by Municipality

	Q3 2023	% TOTAL
Fort Erie	25	23
Grimsby	4	4
Haldimand	7	7
Hamilton	4	4
Lincoln	8	7
Pelham	3	3
Niagara Falls	12	11
Niagara-on-the-Lake	4	4
Port Colborne	3	3
St. Catharines	5	5
Thorold	4	4
Wainfleet	10	9
Welland	9	8
West Lincoln	8	7
No Location	1	1
TOTALS	107	100%

* total percentage may not equal 100% due to rounding.

Notices of Violation

	Q3 2023
Notices Resolved	1
Notices Unresolved / In Progress	11
TOTAL NOTICES ISSUED	12

Risk and Response Levels (as per Section 28 Procedural Manual)

	Q3 2023
No Risk	31
Low	25
Moderate	40
High	8
Other / Not Specified	3
TOTAL	107

* Risk Assessment Level was not tracked in related data until 2023.

The NPCA Section Procedural Manual was completed and approved by the Board of Directors in July of 2022. The table below is from the procedural manual and provides additional details with regards to the Risk and Response levels being reported above.

Low Priority Response	Regulations may not investigate these matters depending on volume. Focus will be on education and outreach, deterrence and possible restoration or approval if time and resources are available.
Moderate Priority Response	Regulations staff will respond and investigate these matters as time and resources allow usually within the timeframes under the <i>Provincial Offences Act</i> . Voluntary compliance through approval for unauthorized works, remediation or restoration are required outcomes. Court proceedings may be warranted depending on the level of landowner compliance and nature of the potential violation.
High Priority Response	Regulations staff will endeavour to investigate all matters deemed a HIGH priority within the timelines of the <i>Provincial Offences Act</i> . Focus will be on likely court proceedings, remediation/restoration in the public interest, deterrence, and risk reduction.
No Risk	Regulations staff will not respond to frivolous or vexatious complaints, incidents with insufficient information provided, or not clearly within the jurisdiction of the Conservation Authority.

Financial Implications:

There are no additional financial implications as the work is accounted for in the 2023 budget. Should any complaint or violation proceed to the issuance of a summons and court proceedings, there will be costs associated with these activities that have been accounted for in the departmental operating budget. Additionally, the NPCA regulations staff will continue to employ prioritization strategies including the new Section 28 Procedural Manual to allocate the resources to appropriately respond to the more significant and high-risk contraventions of the *Conservation Authorities Act*.

Regulations staff are committed to enhanced statistical reporting, recording and analysis of compliance and enforcement related data which will continue to assist in quantifying resource and staffing requirements moving forward.

Links to Policy/Strategic Plan:

The duties carried out by the Compliance and Enforcement business unit are part of the NPCA's mandate and support NPCA's *Strategic Plan 2021-2031* to protect people and properties from natural hazards and climate impacts.

Related Reports and Appendices:

None.

Authored by:

Original Signed by:

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Reviewed by:

Original Signed by:

Leilani Lee-Yates, MCIP, RPP
Director, Watershed Management

Submitted by:

Original Signed by:

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

Report To: Board of Directors

Subject: 2024 Draft Budgets and Municipal Levies

Report No: FA-41-23

Date: October 20, 2023

Recommendation:

1. **THAT** Report No. FA-41-23 RE: 2024 Draft Budgets and Municipal Levies **BE RECEIVED**;
2. **THAT** the Board of Directors **CONSIDER** and **APPROVE** the following recommendations:
 - a. **THAT** the 2024 Draft Budgets **BE APPROVED** at the Board of Directors meeting on October 20th, 2023, in accordance with Board-approved Budget Assumptions.
 - b. **THAT** the 2024 Draft Municipal Levies **BE APPROVED** at the Board of Directors meeting on October 20th, 2023, for discussion with municipal staff.
 - c. **THAT** the targeted Land Securement contributions as per the Land Securement Strategy **BE PRESENTED** to municipal partners for their consideration, identified as an item in the Special Levy envelope.
 - d. **THAT** the list of 2024 unfunded budget priorities **BE PROVIDED** to partner municipalities for any future opportunities outside the 2024 budget through collaborative projects or external funding.
 - e. **THAT** NPCA staff **REPORT** the results of discussions with municipal staff to the 2024 Q2 Finance Committee and Board of Directors meetings.
 - f. **AND FURTHER THAT** a copy of the 2024 Draft Budgets and Municipal Levies **BE FORWARDED** to partner municipalities in advance of the October 20th, 2023, NPCA Board of Directors meeting and the weighted levy vote.

Purpose:

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

- 2024 General Levy Apportionment
- 2024 Draft Budgets & Municipal Levies
- 2024 Unfunded Budget Priorities

Background:

In the development of the recommended budget assumptions for the 2024 budget process, Staff has reviewed and considered the following:

- Cost of living adjustments (COLA) and grid step increases
- Inflation (Consumer price index – CPI)
- Multi-year contractual obligations, including OPSEU collective agreement provisions
- Operating and Capital unfunded pressures
- Focus on internal efficiencies
- Strong focus on external grants and full cost accounting for fee-for service programs to offset pressures on municipal levy
- Budget strategies from municipal partners
- General economic outlook and political climate
- Impacts on service delivery
- Asset management, state of good repair for asset base, capital funding gaps, deferred capital projects and building a sustainable capital plan
- Current program gaps and pressures
- Impacts of Conservation Act transition requirements related to the Conservation Authority Act update.
- Updated levy regulations, more specifically Ontario Regulation 402/22: Budget and Apportionment
- Approved Programs and Services Inventory

On September 27, 2023, the Finance Committee endorsed the 2024 Draft Budgets and Municipal Levies for approval by the Board of Directors (Recommendation No FC-16-2023).

Discussion:

2024 Draft Operating Budgets

Full details of the 2024 Draft Operating Budget are outlined in Appendix 2 and 3. Please note that Appendix 4 represents the 2024 Operating Budgets and Municipal Levies in the CA Act Programs and Services Inventory format.

NPCA's overall 2024 operating budget of \$13,303M is supported by 52.9% (\$7.041M) municipal levy, 41.4% (\$5.51M) self-generated revenue, and 5.7% (753K) other revenues and grants including provincial and federal funding. Overall, the operating volume in this zero-based budget is projected to increase by 3.26% (\$421K). While the operating volume has increased to address gaps and achieve required service levels, overall municipal levy contributions to the overall budget envelope continue a pattern of reduced reliance on the municipal levy:

- 2024 – 52.9%

- 2023 – 53.9%
- 2022 – 58.4%
- 2021 – 63.0%
- 2020 – 64.5%

The key drivers contributing to the 3.26% (levy only 3%) operating increase include COLA provisions in the OPSEU collective agreement of 2.25%, coupled with current inflation levels.

2024 Capital, Special Projects and Land Securement

The 2024 Draft Capital and Special Projects budget represents past backlog and current critical priorities. Further to discussion with Niagara Region municipal staff, and in consideration of current pressures on municipal budgets, Staff is recommending a very conservative Special Levy Budget increase over 2023 for Capital and Special Projects of \$54,735. Other sources of funding represent an additional \$425,952, for a total proposed capital envelope for 2024 of \$2,305,211.

A summary of the 2024 Draft Capital and Special Projects Budget are outlined in Appendix 2 and 3. Please note that Appendix 4 represents the 2024 Operating Budgets and Municipal Levies in the CA Act Programs and Services Inventory format.

In 2023, NPCA requested a special levy contribution to support land securement, in accordance with the provisions of the Board approved Land Securement Strategy (2022-2032). Haldimand County approved a provision of \$13,252, as requested in the 2023 budget cycle. Niagara Region Council approved 50% of the requested contribution (\$250,000), with the residual to be considered with 2024 budgets. NPCA's 2024 budgets include a provision for land securement from each municipality as follows:

- Niagara \$250,000
- Hamilton \$148,039
- Haldimand \$ 13,252

Summary - 2024 Draft Municipal Levy

NPCA has carefully considered levy strategies provided by municipal partners in drafting the 2024 Draft Budgets and Municipal Levies.

The levy apportionment ratios are calculated from assessment data provided by MPAC and further revised based on the Conservation Authority Levies Regulation. 2024 Levy Apportionment Ratios break down as follows:

Municipality	2024 Levy Apportionment	2023 Levy Apportionment	Variance
Haldimand	1.8989%	1.8931%	0.0058%
Hamilton	21.1370%	21.1484%	-0.0114%
Niagara	76.9641%	76.9585%	0.0056%
Total	100.0000%	100.0000%	0.0000%

Levy Summary by Municipality – 2024:

	2024	2023
NIAGARA		
General Levy	5,418,955	5,235,095
Special Levy - Capital	1,601,271	1,576,703
Special Levy - Land Securement	250,000	250,000
SUB TOTAL	7,270,226	7,061,798
Pandemic Funding	-	111,292
TOTAL	7,270,226	7,173,090
HAMILTON		
General Levy	1,488,232	1,469,201
Special Levy - Capital	263,309	232,786
Special Levy - Land Securement	148,039	148,039
TOTAL	1,899,580	1,850,026
HALDIMAND		
General Levy	133,699	131,516
Special Levy - Capital	14,679	15,035
Special Levy - Land Securement	13,252	13,252
TOTAL	161,630	159,803
CONSOLIDATED		
General Levy	7,040,886	6,835,812
Special Levy - Capital	1,879,259	1,824,524
Special Levy - Land Securement	411,291	411,291
SUB TOTAL	9,331,436	9,071,627
Pandemic Funding	-	111,292
TOTAL	9,331,436	9,182,919

Additional details are included in Appendix 2 and 3. Please note that Appendix 4 represents the 2024 Operating Budgets and Municipal Levies in the CA Act Programs and Services Inventory format.

2024 Unfunded Budget Priorities

In the last several years, NPCA's ability to undertake both operating special projects and capital investments have been significantly impacted by a lack of financial resources. The following issues contributed in part:

- NPCA needs to make significant investments in infrastructural upgrades and staffing resources to safely serve our communities. An Asset Management Plan and Financing Strategy is currently being completed and provide further refinement to the Asset State-of Good Repair Gap and funding requirements
- Staff anticipates significant planning and growth pressures in the coming years in the NPCA's jurisdiction requiring NPCA to proactively invest in science and information to support decision making.
- Completion of NPCA 10 Year Strategic Plan has identified several gaps and priorities that NPCA must address in the coming years.

- d) Conservation Authority Act update and associated regulations requires several transition priorities to be completed; this includes a significant number of investments in updating conservation areas management plans, Shoreline and coastal resilience technical updates and flood & erosion hazard mitigation projects.

An assessment of current unfunded budget priorities was prioritized by Staff. These initiatives (\$13.340M), classified in 6 categories are detailed in Appendix 2 and 3.

Financial Implications:

NPCA's 2024 Budgets and Municipal Levies have been developed in accordance with the existing levy guidelines of *The Conservation Authorities Act (CAA)*. Conservation Authorities Act regulations specify the programs and services that CA's must provide, requirements for service level agreements with partner municipalities, levy and budgets. Please note that Appendix 4 represents the 2024 Operating Budgets and Municipal Levies in the CA Act Programs and Services Inventory format.

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

Unfunded budget priorities are currently not included in the 2024 Budget. A diverse range of strategies will be deployed to address these gaps. Staff will investigate external funding sources and liaise with external stakeholders and all levels of governments to look for collaborative opportunities outside the existing budget processes.

Related Reports and Appendices:

Appendix 1: Presentation – 2024 Draft Budgets and Municipal Levies

Appendix 2: 2024 Budget Book

Appendix 3: NPCA 2024 Draft Budgets & Municipal Levies – Historical Format

Appendix 4: NPCA 2024 Draft Budgets & Municipal Levies – CA Programs and Services Format

Available upon request:

1. Land Securement Strategy – 2022 to 2032
2. Strategic Plan – 2021 to 2031

Links To Policy/Strategic Plan:

Partner of Choice

Goal 4.1 Strengthen government relations toward collective outcomes and impact

Organizational Excellence

Goal 5.2 Improve internal operations and processes

Financial Sustainability:

Goal 6.1 Ensure responsible, sustainable, and sound fiscal practices

Goal 6.3 Improve asset management and close the state of good repair gap

Authored by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

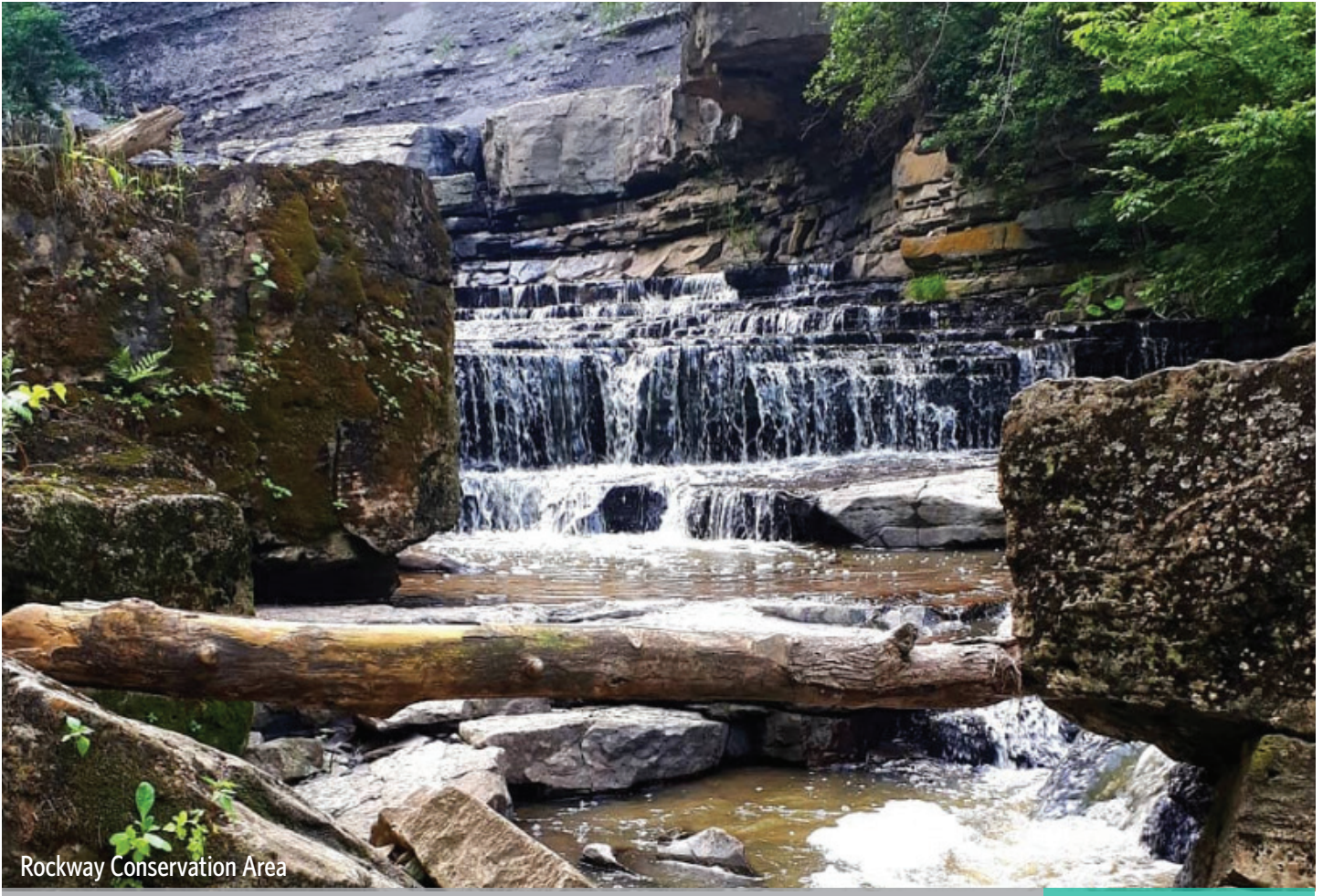
Chandra Sharma, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer



Budget Book

2024





Rockway Conservation Area

INTRODUCTION

Ontario's conservation authorities are governed by the Conservation Authorities Act, which is administered by the Ministry of the Ministry of Natural Resources and Forestry (MNRF). The *Conservation Authorities Act (CA Act)* was originally enacted in 1946 as conservation authorities began to be established and has undergone amendments since that time.

The Niagara Peninsula Conservation Authority (NPCA) was formed in 1959 under the *Conservation Authorities Act* and is responsible for undertaking a variety of programs and services under the Act. As one of 36 conservation authorities across the Province, the NPCA's mandate is to establish and undertake programs designed to further the conservation, restoration, development, and management of natural resources across the watershed.

NPCA has three participating municipalities: Niagara Region, City of Hamilton, and Haldimand County. Funding is calculated from current value assessment (CVA) data provided by Municipal Property Assessment Corporation (MPAC) and modified by MNRF based on *CA Act* Budget and Apportionment Regulation (Reg 402/22). The lower-tier municipalities in Niagara Region work with NPCA through various collaboration initiatives, as appropriate.

About the Niagara Peninsula Conservation Authority



Map of NPCA watershed

The NPCA is a community-based natural resource management agency that protects, enhances, and sustains healthy watersheds. With over 60 years of experience, the NPCA offers watershed programs and services that focus on flood and hazard management, source water protection, ecosystem restoration, community stewardship, and land management. The NPCA manages 41 conservation areas within the Niagara Peninsula watershed held in public trust for recreation, heritage preservation, conservation, and education.

The NPCA's watershed area encompasses 2,424 km², including the entire regional municipality of Niagara and portions of the City of Hamilton (21%) and Haldimand County (25%). Since time immemorial, this area has been the home to Indigenous peoples – a place for sharing, trading, hunting, gathering, stewardship, and friendship. Currently, the watershed supports a population of approximately 475,187 people.

The Niagara Peninsula watershed is a natural treasure of distinct cultural, geological, hydrological, and biological aspects not found elsewhere in North America. It is part of the Carolinian life zone – the most bio-diverse and threatened eco-region in Canada. The Niagara Peninsula watershed boasts approximately 30% natural cover

that provides critical habitat such as forested woodlots, slough forests, alvars, and coastal wetlands that support rich biodiversity, including rare plants and animals. The watershed is uniquely situated between two Great Lakes, with the Niagara River as a boundary shared with the United States of America. As a result, the watershed area includes several notable natural features such as the Niagara Escarpment Biosphere Reserve, the Niagara Falls, Wainfleet Bog, Ball's Falls, Willoughby Marsh, and other significant landforms such as the Fonthill Kame ice contact-delta complex.

The unique micro-climate created by the Niagara Escarpment and rich soils supports one of Ontario's most productive agriculture systems, including vineyards, tender fruit orchards, livestock, and various specialty crops (greenhouses for flowers, vegetables, sod farms, and mushroom farms). These important watershed features provide life-sustaining benefits for all and many opportunities to discover nature and culture.



NPCA by the Numbers

475,187	Residents
242,980	Hectares Watershed Jurisdiction
41	Conservation Areas
2,982	Hectares NPCA Land Holdings
202	Local Waterways
2	Great Lakes
15	Municipalities (Upper and Lower Tier)
4	Flagship Properties
980	Surface Water Monitoring Stations
36	Groundwater Wells



Watershed Management by the Numbers (Annual Average)

474	Permits Issued
1,150	Planning Applications Reviewed
330	Complaints / Potential Violations Received
80	Surface Water Quality Samples Collected
46	Groundwater Samples Collected



Conservation Areas by the Numbers (Annual Average)

110,500	Paid Day-Use Visitors At All Parks
1,600	Natureplus Memberships Sold
40,000	People Attended NPCA's Signature Events
12	Research Permits For Sustainable, Safe, And Ecological Studies Within Conservation Areas



Restoration by the Numbers (Annual Average)

61	Restoration Projects Completed
70,000	Trees Planted
4,347	Shrubs Planted
26.77	Hectares Of Reforestation
1.12	Hectares Of Hedgerow Establishment
2.26	Hectares Of Riparian Area/Shoreline Enhancement
1.21	Hectares Of Wetland Constructed
4,000	Wetland Plants
2.39	Hectares Of Enhanced Wetland Area
3	Agricultural Best Management Practises Projects Completed

1

Healthy and Climate Resilient Watersheds

Improving nature for the betterment of all life across the watershed.



2

Supporting Sustainable Growth

Helping to create resilient communities through land-use planning and the use of sustainable technologies to prepare for a changing climate and related environmental challenges.



3

Connecting People to Nature

Creating equitable access to greenspace for the health and well-being of people.



4

Partner of Choice

Strengthening our relationships with stakeholders, partners, the watershed community, and Indigenous peoples.



5

Organizational Excellence

Striving for excellence through high service delivery standards and accountability to the environment and its people.



6

Financial Sustainability

Ensuring a financially stable and sustainable organization and continued service-delivery through innovative business models, diverse funding sources, and best practices.



STRATEGIC PLAN

In 2020, the NPCA Board of Directors approved the development of a staff-led process to create a new strategic plan that would guide the NPCA for the next ten years while reflecting its mandate as per the Conservation Authorities Act and fulfilling its significant role within the community.

The plan charts the course for future actions and collective outcomes through six overarching strategic priorities, twenty-one specific goals, and measurable actions. The strategic priorities guide our efforts toward a vision of the Niagara Peninsula watershed with robust nature, thriving agriculture, and resilient urban areas vital to the health and well-being of our residents.

The strategic plan lays the groundwork for guiding strategies for further 10-year direction on programs and services:

- Watershed Resource Management Strategy
- Climate Action Plan
- Conservation Areas Strategy
- Stewardship Outreach, Education Strategy, and Cultural Heritage Strategy
- Marketing and Ecotourism Strategy
- Talent Management Strategy
- Digital Transformation Strategy

The NPCA is committed to undertaking specific goals and actions with its partners and communities to achieve a thriving environment that sustains life for future generations.



St. Johns Conservation Area

NPCA PROGRAMS & SERVICES

Under Ontario Regulation 687/21 Conservation Authority Act, the NPCA programs and services include:

Category 1:

Mandatory programs and services as identified in Ontario Regulation 686/21.

Category 2:

Municipal programs and services provided at the municipality's request. These programs can be funded through government and other agency grants and/or municipal funding under a memorandum of understanding (MOU) or agreement with the municipality.

Category 3:

Other programs and services that an Authority (Board) determines are advisable. These programs can be funded through self-generated revenue, user fees, government and other agency grants, donations, etc. or levy subject to cost apportioning.

Key NPCA Services Areas

Natural Hazard Management

Protecting people and properties from flood, erosion, and other natural hazards.

Watershed Resource Management and Climate Change

Understanding the current conditions, cumulative impacts, and risks to watersheds. Strategies and measures to protect, enhance, and restore watersheds toward creating healthy and climate-resilient watersheds.

Other Watershed-Related Programs

Drinking Water Source Protection, Niagara Remedial Action Plan (RAP), and other projects/programs funded through external funding sources that benefit partners and the watershed.

Conservation Authority Lands and Conservation Areas

Management of 2,982 hectares of land, including 41 conservation areas essential to watershed management, environmental protection, cultural heritage, and recreation.

Enabling Services

Support to NPCA programs, the Board of Directors, member municipalities, and the public to enable NPCA to operate in an accountable, transparent, efficient, and effective manner.



NPCA BUDGET & FUNDING BREAKDOWN

The NPCA's expenditures are focused on programs and services to reduce flood damage, improve water quality, maintain a reliable water supply, protect natural areas and biodiversity, provide environmental education, operate conservation areas and trails, and manage other sensitive environmental lands.

The NPCA has three main sources of revenue:

- 1. MUNICIPAL LEVY**
Municipal levy represents 53 percent of the total conservation authority budget.
- 2. SELF-GENERATED FUNDS**
41 percent of NPCA's funding comes from fees for services and other sources, such as user fees, educational programs, and planning fees.
- 3. OTHER REVENUES AND GOVERNMENT GRANTS**
Make up the balance, roughly 6 percent of total NPCA revenues.

To deliver on our mandate and commitment, the NPCA provides programs and services in the following areas:

- **Natural Hazard Management**
- **Watershed Resource Management and Climate Change**
- **Other Watershed Related Programs**
- **Conservation Authority Lands and Conservation Areas**
- **Enabling Services**

Appendix 1 provides a full description of each of the 35 individual programs and services delivered by the NPCA.



Beamer Memorial Conservation Area

NPCA 2024 BUDGET

In the development of the 2024 budgets, the following issues were considered:

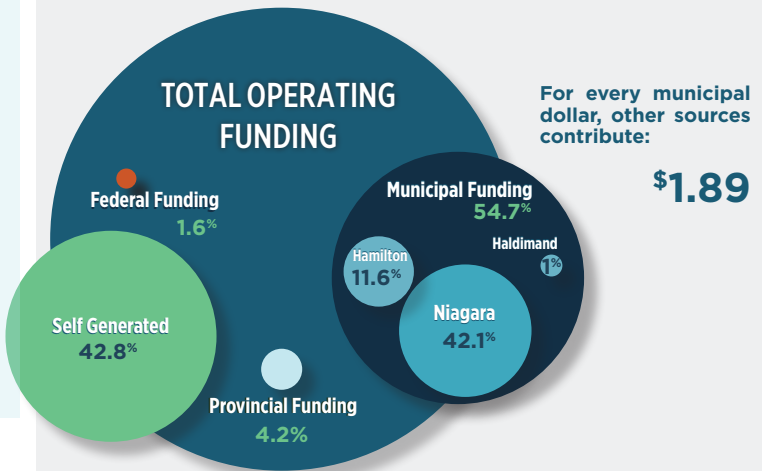
- Cost of living adjustments (COLA) and grid step increases
- Inflation (Consumer price index – CPI)
- Multi-year contractual obligations, including OPSEU collective agreement provisions
- Operating and Capital unfunded pressures
- Operational impact of the ongoing Covid-19 pandemic
- Focus on internal efficiencies
- Strong focus on external grants and full cost accounting for fee-for service programs to offset pressures on municipal levy
- Budget strategies from municipal partners
- General economic outlook and political climate
- Impacts on service delivery
- Asset management, state of good repair for asset base, capital funding gaps, deferred capital projects and building a sustainable capital plan
- Current program gaps and pressures
- Impacts of Conservation Act transition requirements related to the Conservation Authority Act update.
- Updated levy regulations, more specifically Ontario Regulation 402/22: Budget and Apportionment
- Approved Programs and Services Inventory

2024 Draft Operating Budgets

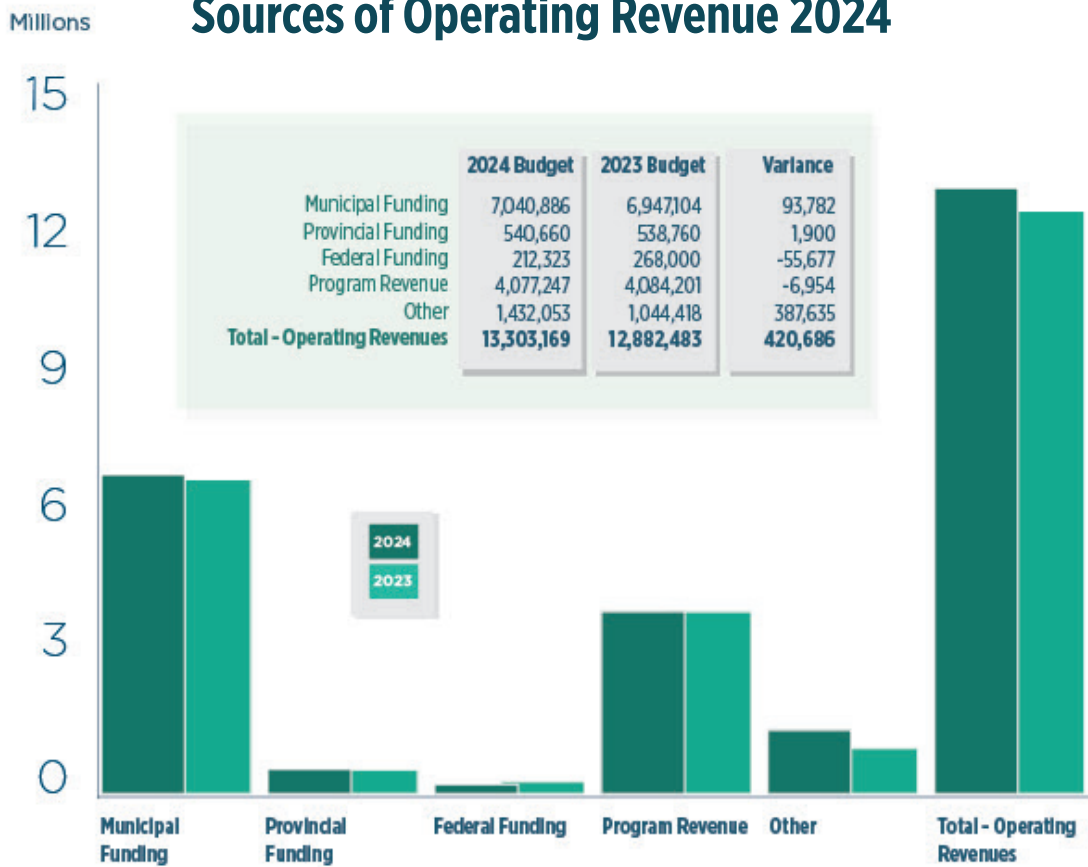
NPCA’s overall 2024 operating budget of \$13.303 million is supported by 52.9% (\$7.041M) municipal levy, 41.4% (\$5.51M) self-generated revenue, and 5.7% (\$753K) other revenues in addition to grants including provincial and federal funding.

Overall, the operating volume in this zero-based budget is projected to increase by 3.26% (\$421K). While the operating volume has increased to address gaps and achieve required service levels, overall municipal levy contributions to the overall budget envelope continue a pattern of reduced reliance on the municipal levy:

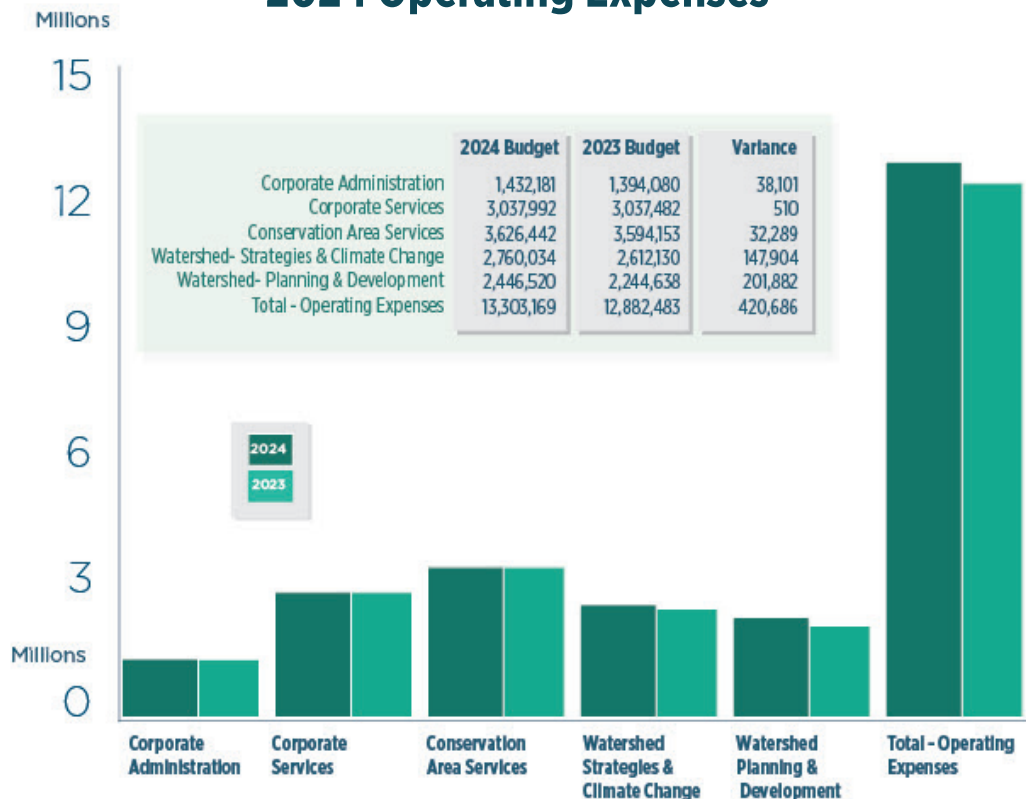
**2024 - 52.9% | 2023 - 53.9% | 2022 - 58.4%
2021 - 63.0% | 2020 - 64.5%.**



Sources of Operating Revenue 2024



2024 Operating Expenses



2024 Municipal Special Levy

The 2024 Draft Capital and Special Projects budget represents past backlog and current critical priorities. Staff is recommending a very conservative Special Levy Budget increase over 2023 for Capital and Special Projects of \$54,735. Other sources of funding represent an additional \$425,952, for a total proposed capital envelope for 2023 of \$2,305,211. Land securement contributions are flat against 2023 ask.

Capital and Special Projects	2023 Budget	2024 Budget
Corporate Administration	54,026	-
Corporate Services	124,259	305,002
Land Operations - Balls Falls	189,089	184,053
Land Operations - Binbrook	64,831	315,520
Land Operations - Chippawa Creek	108,050	-
Land Operations - Long Beach	135,064	315,520
Land Operations - Passive Parks	875,442	762,505
Watershed	467,398	422,611
Total - Capital & Special Projects	2,018,159	2,305,211

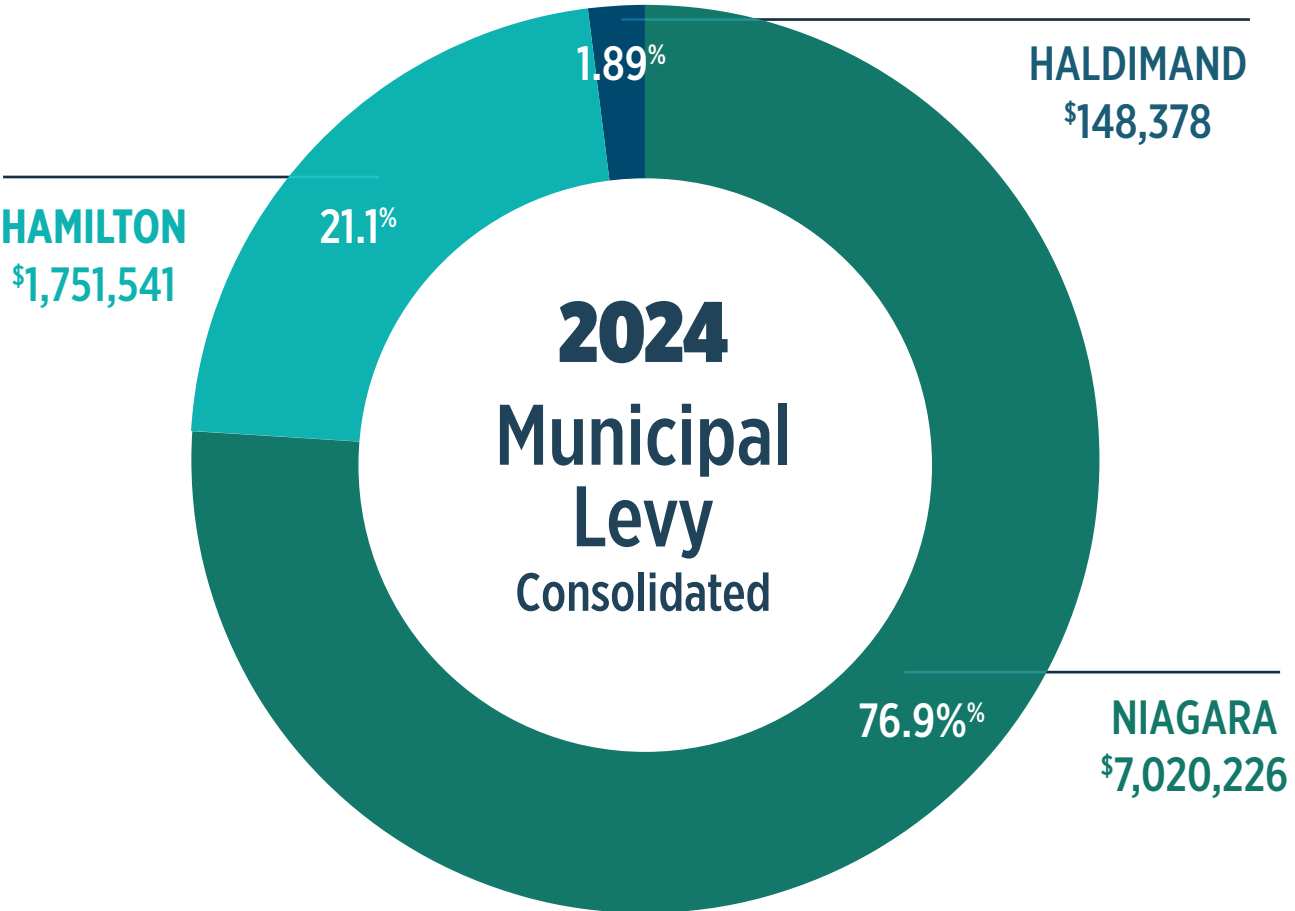
Land Securement	2023 Budget	2024 Budget
Niagara	250,000	250,000
Hamilton	148,039	148,039
Haldimand	13,252	13,252
Total - Land Securement	411,291	411,291



Municipal Funding

The levy apportionment ratios are calculated from assessment data provided by MPAC, and further revised based on the Conservation Authority Levies Regulation.

Consolidated municipal funding for 2024 is \$9,331,436. Levy apportionment based on Current Value Assessment is:



Levy Summary 2024

			Variance	
NIAGARA	2024	2023	Amount	%
General Levy	5,418,955	5,235,095	183,860	3.51%
Special Levy- Capital	1,601,271	1,576,703	24,568	1.56%
Special Levy - Land Securement	250,000	250,000	-	0.00%
SUB TOTAL	7,270,226	7,061,798	208,428	2.95%
Pandemic Funding	-	111,292	-111,292	-100.00%
TOTAL	7,270,226	7,173,090	97,136	1.35%

			Variance	
HAMILTON	2024	2023	Amount	%
General Levy	1,488,232	1,469,201	19,031	1.30%
Special Levy - Capital	263,309	232,786	30,523	13.11%
Special Levy - Land Securement	148,039	148,039	-	0.00%
TOTAL	1,899,580	1,850,026	49,554	2.68%

			Variance	
HALDIMAND	2024	2023	Amount	%
General Levy	133,699	131,516	2,183	1.66%
Special Levy - Capital	14,679	15,035	-356	-2.37%
Special Levy - Land Securement	13,252	13,252	-	0.00%
TOTAL	161,630	159,803	1,827	1.14%

			Variance	
CONSOLIDATED	2024	2023	Amount	%
General Levy	7,040,886	6,835,812	205,074	3.00%
Special Levy - Capital	1,879,259	1,824,524	54,735	3.00%
Special Levy - Land Securement	411,291	411,291	-	0.00%
SUB TOTAL	9,331,436	9,071,627	259,809	2.86%
Pandemic Funding	-	111,292	-111,292	-100.00%
TOTAL	9,331,436	9,182,919	148,517	1.62%



2024 Unfunded Priorities (Outside 2024 Proposed Municipal Levy)

In the last several years, NPCA’s ability to undertake both operating special projects and capital investments have been significantly impacted by a lack of financial resources. The following issues contributed in part:

NPCA needs to make significant investments in infrastructure upgrades and staffing resources to safely serve our communities. An Asset Management Plan and Financing Strategy is currently being completed and provide further refinement to the Asset State-of Good Repair Gap and funding requirements

Staff anticipates significant planning and growth pressures in the coming years in the NPCA’s jurisdiction requiring NPCA to proactively invest in science and information to support decision making.

Completion of NPCA 10 Year Strategic Plan has identified several gaps and priorities such as climate vulnerability and risk mitigation that NPCA must address in the coming years.

Conservation Authority Act update and associated regulations requires several transition priorities to be completed. This includes a substantial number of investment in updating conservation areas management plans.

An assessment of current unfunded pressures was prioritized by staff; these initiatives totaling \$10.19M, classified in six categories are summarized below.

Classification	Niagara	Hamilton	Haldimand	External	TOTAL
Integrated Watershed Strategies	3,010,267	137,391	12,343	-	3,160,000
Natural Hazard Management	575,000	-	-	-	575,000
Planning and Growth Pressures	400,000	-	-	-	400,000
Conservation Authority Act Transition	115,446	31,706	2,848	-	150,000
Corporate Services and Asset Management	792,730	217,711	19,559	-	1,030,000
Corporate Administration	38,482	10,569	949	-	50,000
State of Good Repair (SOGR) / Health and Safety	6,659,469	1,168,913	46,618	100,000	7,975,000
	11,591,394	1,566,289	82,317	100,000	13,340,000

Unfunded pressures are currently not included in the 2024 Budget. A diverse range of strategies will be deployed to address these gaps. Staff will investigate external funding sources and liaise with external stakeholders and all levels of governments to look for collaborative opportunities outside the existing budget processes.

APPENDIX 1

To deliver on our mandate and commitment, the NPCA provides programs and services in the following areas.

Natural Hazard Management

Protecting people and properties from flood, erosion, and other natural hazards. Ontario's long-term prosperity, environmental health and social well-being depend on reducing the potential for public cost or risk to Ontario's residents from natural hazards. Natural hazards include dynamic beach hazard, erosion hazard, flooding hazard, hazardous lands, hazardous sites and low water or drought conditions. The Niagara Peninsula Conservation Authority (NPCA) provides mandatory natural hazard management programs and services to develop an awareness of the areas that are important for the management of natural hazards, such as wetlands and river valleys, understand the risks related to natural hazards and how these risks may be affected by climate change, manage risks including preventing or mitigating those risks, and promote public awareness of the risks related to natural hazards.

Flood and Erosion Management

To better understand the risks of natural hazards on our watersheds, the NPCA collects data, conducts analysis, prepares mapping, and undertakes projects and operations to mitigate those risks. In particular, the NPCA undertakes:

- Flood and erosion risk and mitigation studies
- Floodplain mapping projects
- Projects that support the management and monitoring of riverine erosion
- Operation and maintenance of flood control infrastructure
- Ice management operations

NPCA's floodplain mapping program focuses on preparing regulatory floodplain mapping for areas within the watershed where floodplain information is outdated or incomplete. In 2023, floodplain mapping was completed for the Big Forks Creek and Beaver Creek, and mapping projects were launched for the Coyle and Draper's Creeks, and Oswego Creek. Future mapping projects will focus on the Upper Welland River tributaries. The NPCA actively operates and maintains flood control infrastructure such as the Binbrook Dam (in the City of Hamilton) and the three Shriner's Creek dams (in the City of Niagara Falls). In conjunction with the NPCA's Flood Forecasting and Warning Program, the NPCA monitors and maps the locations of these natural hazards and undertakes to coordinate a response to mitigate the hazard.

Flood Forecasting and Warning

It is the objective of the NPCA to ensure development and infrastructure shall be directed away from areas of natural hazards where there is an unacceptable risk to public health or safety or of property damage, and not create new or aggravate existing hazards. There are areas within the watershed that are prone to flooding where there has been historical development and where there continue to be growth pressures. To help protect existing development located in areas prone to riverine and Great Lakes flooding, the NPCA has an established Flood Forecasting and Warning Program. The objective of this program is to provide the delivery of timely and accurate flood forecasting information to the public, municipalities, first responders, and the media. Should conditions require that the NPCA issue a Flood Warning bulletin, the NPCA posts these messages on the NPCA website, social media platforms, and via email directly to municipalities, first responders, and the media. The NPCA also utilizes the free mobile app 'Alertable' to send messages directly to the public's mobile devices. These flood messages detail the location, magnitude, and duration of a flood event and provide instructions on what actions should be taken. The Flood Warning bulletins that NPCA issues are invaluable to municipal operations and flood response.

The NPCA's Flood Forecasting and Warning Program's Hydrometric Network consists of 19 stream gauge stations, 11 climate stations and 7 snow survey stations. NPCA staff coordinate closely with the Provincial Surface Water Monitoring Center and Environment Canada to understand the long- and short-term weather forecasts and then analyze the impacts on a saturated or arid watershed. NPCA staff also closely follow the Lake Erie and Lake Ontario Operational Forecasts issued by the Canadian Hydrographic Service and the U.S National Oceanic and Atmospheric Administration (NOAA). Both agencies have sophisticated models that predict storm surges and wave actions that have the potential to flood and erode the Great Lakes shoreline within the NPCA's jurisdiction.

Water Resources

The NPCA provide water resources engineering services related to our legislated mandate to review and comment on proposals made under the Planning Act and other applicable legislation for the purpose of commenting on natural hazard risks and for the review and issuance of development and site alteration permits under O. Reg. 155/06. Technical review services include, but are not limited to, environmental assessment reports, master drainage plans, stormwater management reports, floodplain mapping reports, geotechnical engineering reports, engineering design drawings and other relevant documents as required. Additionally, this service area project manages NPCA watershed studies related to natural hazard management including engineering studies and construction contracts, such as floodplain mapping, shoreline hazard assessments and remediation projects.

The water resource engineering section collaborates with internal staff regarding Planning Act and other legislation processes and applications, and permit applications, and supports the implementation of watershed programs. Engineering design services and advice are also provided to other NPCA departments as part of a multi-discipline team in an effort to conceive, design, and implement NPCA projects and strategic plan priorities.

Shoreline Hazard Management

The NPCA's core mandate is to protect people and property from the impacts of natural hazards such as those found on the shoreline of the Great Lakes, which include flooding, wave effects, dynamic beaches, erosion, and back dune hazards. The first step in understanding the location of the flood hazard is to update the Lake Erie and Lake Ontario Shoreline Hazard mapping. The generation of updated Lake Erie Shoreline hazard maps provides critical information to landowners, developers, and the municipalities regarding the extent of natural hazards along the great lake shorelines. Maintaining updated shoreline hazard mapping and updating the Lake Ontario (2009) and Lake Erie (2010) Management Plans are also required for NPCA to effectively administer its planning and permitting policies and regulation. This work will incorporate the effects of climate change and shoreline resiliency, and more recent studies including the Niagara Region climate change modelling and Haldimand County Lake Erie Shoreline Hazard Mapping and Risk Assessment Study.

Environmental Planning and Policy

As a commenting agency, the NPCA provides input to the review and approval processes for public infrastructure under the Environmental Assessment Act and Planning Act, related to work permit requirements under Section 28 of the Conservation Authorities Act, and natural hazards. The NPCA is also a regulator and issues development and site alteration permits under Section 28 of the Conservation Authorities Act. For proponents for whom NPCA permits are non-binding, such as crown agencies, NPCA may undertake a Voluntary Project Review (VPR) to ensure similar standards of review and evaluation are applied to areas of public interest.

NPCA's pre- and post-submission environmental assessment review and permitting services are extended to public and private proponents on a fee-for-service or contract basis. NPCA's value-added environmental assessment review and consulting services reduce proponent uncertainty and risk. By entering into dedicated service agreements with partner municipalities, and operating on a full cost-recovery model, NPCA is able to maintain and provide dedicated review teams; review teams ensure that high levels of in-house expertise are available such that faster and higher quality service can be provided to all clients.

This program area also ensures that NPCA's planning and permitting policies, procedures and regulatory mapping are maintained and updated as required.

Planning and Permitting

The NPCA is responsible for providing comments on planning applications through the vehicle of an MOU between the Ministry of Natural Resources and Forestry (MNRF), and Conservation Authorities in Ontario (January 2001) regarding delegated Provincial responsibility for natural hazards policies in the policy statements issued under the Planning Act, but not including those policies related to hazardous forest types for wildland fire. As such, NPCA is a commenting agency under several pieces of legislation such as the Planning Act, Ontario Building Code, Niagara Escarpment Planning and Development Act, and Aggregates Resources Act. The NPCA is also a regulator and issues development, and site alteration permits under Section 28 of the Conservation Authorities Act. Under Ontario Regulation 155/06 (O. Reg. 155/06), NPCA reviews and approves studies and detailed designs associated with permits for projects approved through the Planning Act and works that only require permits.

While the Planning and Permitting services are identified as mandatory services, NPCA's Planning and Permitting services are extended to public and private proponents on a fee-for-service basis. The NPCA approved a new Planning and Permitting administrative fee schedule in November 2022 and is moving towards operating on a full cost-recovery model to maintain and provide dedicated review teams; review teams ensure that high levels of in-house expertise are available such that faster and higher quality service can be provided to all clients.

Compliance and Enforcement

Section 28 of the Conservation Authorities Act provides for Conservation Authorities to make regulations in the areas under its jurisdiction which includes the regulation of development and interference on, in and around hazards lands such as floodplains, valley land slopes, wetlands and along all watercourses within the watershed. The Niagara Peninsula Conservation Authority is responsible for the administration and enforcement of Ontario Regulation 155/06 pursuant to the Conservation Authorities Act.

The Compliance and Enforcement business unit of the NPCA manages, coordinates, and implements multiple program services in order to fulfill their mandated responsibilities including:

- Receiving, assessing, and responding to complaints regarding potential unauthorized works within NPCA's regulated areas.
- Inspections for concerns pertaining to potential contraventions of the Conservation Authorities Act and Regulation, NPCA development policies or NPCA conditional permits.
- Education for landowners and the public respecting the Conservation Authorities Act and Regulation.
- Resolution of occurrences through negotiated remediation, issuance of permission for unauthorized works would have otherwise been permitted, or issuance of permission for the undertaking of any restoration or remediation works where the works are unauthorized and would not have been permitted.
- Facilitation and coordination with other enforcement bodies such as municipalities and provincial or federal ministries.

Planning and Ecology

The duties carried out by the Planning Ecology department are part of the NPCA's legislated mandate to review and comment on proposals made under the Planning Act and other applicable legislation for the purpose of commenting on natural hazard risks and for the review and issuance of development and site alteration permits under O. Reg. 155/06. Additionally, this service area plays a pivotal role in the protection and conservation of wetlands, watercourses, valleylands, hazard lands, shorelines, and escarpment areas in the NPCA jurisdiction.

The planning ecology program collaborates with internal staff regarding Planning Act and other legislation processes and applications, and permit applications, and supports the implementation of watershed programs. This department works with internal and external clients to maintain, enhance, protect, and conserve the ecological diversity and integrity of the watershed as it relates to natural hazards.

Watershed Resource Management and Climate Change

Ecological Monitoring

Ecological monitoring services contribute to NPCA's Integrated Watershed Monitoring and Reporting Program, which aims to improve our understanding of the current conditions, cumulative impacts, and risks to NPCA's watersheds. The NPCA manages 2,982 ha of land, including 41 conservation areas essential to management, environmental protection, cultural heritage, and recreation. The NPCA has developed several ecological monitoring programs such as Species at Risk, invasive species, wetland monitoring, restoration monitoring and natural resource inventories for its Conservation Areas to assess a variety of management areas.

The NPCA's Ecological Monitoring Program produces technical ecological reports and summaries related to Conservation Area land management and monitoring programs as required. Monitoring and inventory results may also be reported and used to support watershed and subwatershed planning and research initiatives.

Community Engagement and Stewardship

In recent years, increased awareness of the linkages between human health, ecosystem health, and climate impacts has reinforced the need for more targeted environmental action. With municipal growth pressures and climate impacts, there is an increased need for private and public action towards nature conservation and innovative ways to ensure projects and programs related to habitat and climate action are prioritized.

For over two decades, the NPCA has been an environmental stewardship leader, engaging hundreds of volunteers, community members, corporations, and student volunteers in numerous opportunities to connect with nature and improve the environment. For example, community tree plantings and/or pollinator gardens planted on public lands, community-based scientific monitoring, delivery of the Yellow Fish Road™ program to local school children and community groups, environmental education programming (Niagara Children's Water Festival, Niagara Envirothon), and knowledge sharing through outreach events and activities (i.e., handouts, presentations, guided hikes).

Engaging various private landowners, municipal partners, Indigenous communities, non-government organizations, and local businesses on these important stewardship initiatives is one of the ways that NPCA can create meaningful opportunities for people to care for the environment while supporting the reversal of biodiversity loss, water quality improvements, and flood & erosion reduction.

Regulatory Mapping Technical Studies

The NPCA regulates development in the Great Lakes shorelines, riverine valleys, flood plains, hazardous lands, wetlands, and watercourses in accordance with Ontario Regulation 155/06. These regulated areas are either defined in the Conservation Authorities Act and/or described in Provincial Technical Guidelines. In all cases, the comprehensive delineation of regulated areas for mapping purposes requires additional technical study rooted in sound science.

The NPCA's regulatory mapping is an essential tool for decision making by NPCA staff. It also provides important data for municipal Planning Departments, other levels of government and the public in understanding the extent of areas regulated under Ontario Regulation 155/06. Ensuring the information that forms the basis for the regulatory mapping is as accurate as possible is a key objective. The diverse nature of the areas regulated under Ontario Regulation 155/06 requires different approaches and disciplines for each technical study. Experts in the areas of hydraulics, hydrology, ecology, engineering, geoscience, and GIS are usually involved depending on the specific area being mapped.

Natural Asset Management

Natural asset management is being integrated into NPCA's asset management and planning to account for and incorporate natural assets (e.g., forests, wetlands, trails, etc.). The NPCA is also supporting municipal partners in their natural asset initiatives. Nature is being recognized as a valuable infrastructure asset critical for adapting to and mitigating the effects of climate change. Natural or green infrastructure (also called nature-based solutions) are those natural or human-made elements that provide important ecological and hydrological functions using natural processes. Natural asset infrastructure examples include natural heritage features and systems (forests, wetlands, meadows), parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces, and green roofs. Natural assets provide essential services to people and the environment such as carbon uptake, protecting against flood and erosion, supporting biodiversity, providing shade/cooling effects, improving water quality, and many human health and recreational benefits. It is imperative to include nature and other green infrastructure into the traditional asset management planning and processes to ensure that natural assets as well as their ecosystem services are valued and maintained much like capital assets.

Special Projects

From time to time, the NPCA will undertake special projects watershed resource management. Currently, the NPCA participates in the ongoing monitoring and maintenance of the NPCA Expanded Groundwater Monitoring Network, which is in addition to the Provincial Groundwater Monitoring Network. This includes routine inspections of all groundwater monitoring wells and associated equipment as well as annual groundwater quality samples. Additional programs may include water resources data collection or monitoring in areas of interest to the NPCA.

Ecological Restoration

In December 2002, the NPCA Board of Directors approved an 'Enhanced Watershed Restoration and Stewardship Program' that was designed to build and expand upon the historical/current work of NPCA restoration and stewardship programs and initiatives. Through the new program, the NPCA aims to add 600 hectares of natural cover and plant 1 million native trees across the watershed by 2031.

NPCA's ecological restoration services center on three areas:

- Internal Restoration Services is specific to leading restoration initiatives on NPCA-owned or managed lands to improve habitat and ecological function. This service area provides support across the organization on all matters related to ecological restoration, including creating restoration plans to support the development of Conservation Area management plans and watershed strategies to identify priority areas for terrestrial and aquatic habitat restoration.
- Watershed Restoration Services formalizes when the Authority will provide municipal partners and other stakeholders with ecosystem restoration expertise and knowledge. Through service level agreements and/or fee-for-services, the NPCA provides project management services for external ecological restoration projects, plans, and strategies with municipal and private partners, including habitat creation and enhancement projects, Class Environmental Assessment (EA) flood and erosion control projects, and invasive species management.
- An updated version of the existing Private Land Restoration Grant Program will continue the NPCA's long legacy of working with private landowners. The grant categories will be focused on improving habitat, biodiversity, water resources and forest cover.

Water Monitoring (surface and groundwater)

The NPCA is currently developing an Integrated Watershed Monitoring Program that will incorporate the NPCA Water Quality Monitoring Program with NPCA's other monitoring services. The Integrated Watershed Monitoring Program will use a holistic approach with a variety of ecosystem components to assess watershed health and changes over time and space. This robust program will benefit NPCA's partners by generating a variety of environmental monitoring data that can be used by our municipalities to assist with growth area planning, assessing the impacts of climate change and inform watershed planning.

The NPCA Water Quality Monitoring Program, in particular, was implemented to assess ambient surface water and groundwater quality of local watersheds. To accomplish this, the NPCA has developed a network of 80-plus surface water monitoring stations throughout the NPCA watershed. For groundwater, the NPCA operates a monitoring network of 46 wells in locally significant hydrogeological areas. NPCA monitors groundwater levels with datalogging technologies and collects annual water quality samples that are sent to laboratories and analyzed for general chemistry, nutrients, and metals.

The NPCA also monitors the water quality at its Conservation Areas, and these include Chippawa Creek (Dils Lake), Jordan Harbour, Binbrook (Lake Niapenco), Mud Lake, St. John's, Virgil Reservoir, Wainfleet Wetlands and Wainfleet Bog. Surface water grab samples are collected seasonally during the year and analyzed for general chemistry, nutrients, metals, and bacteria.

In addition, the NPCA delivers the Provincial Water Quality Monitoring Program and the Provincial Groundwater Monitoring Network within its watersheds, which is a mandatory program identified by the province.

This program also delivers regular reporting components of water quality information through the release of Annual Water Quality Summary Reports, a Watershed Report Card with Conservation Ontario, and other special studies. The NPCA also provides water quality data when requested. The NPCA's Water Quality Monitoring Program networks make up one of the most comprehensive water quality sampling and analysis programs within the NPCA jurisdiction. This program is highly flexible, allowing for opportunities for special monitoring projects and fees for services where requested.

Climate Change Resilience

Climate change is a critical issue affecting individuals and systems around the world; however, the impacts are noticeable on a local scale. The responsibility to act is collective and requires immediate on-the-ground action at all levels (i.e., personal, organizational, government, etc.). The NPCA, with its role in watershed-based natural resource management, is a key regional agency in implementing local climate change adaptation and mitigation initiatives such as water monitoring, flood forecasting and warning, floodplain mapping, flood infrastructure risk management, ecosystem restoration and stewardship, and land securement.

The NPCA is committed to demonstrating leadership in addressing climate change. In 2019, the NPCA Board of Directors declared a climate change emergency, recognizing the critical need to act on the impacts and effects of climate change across the NPCA watershed. More recently, climate change was identified as a critical priority under the NPCA's 2021-2031 strategic plan and includes numerous climate-related actions across six strategic priorities. The relevant strategic plan's actions are being integrated within the NPCA's Climate Change Action Plan (CCAP), which will guide the implementation of relevant projects and initiatives. The CCAP will provide a roadmap to address future watershed challenges faced by growth and extreme weather impact and supports activities to enable the NPCA in becoming a net-zero organization.

This program includes climate change research to support forecasting, watershed vulnerability and risk assessments, watershed impact assessment, and baseline scenarios using the best available scientific information.

Watershed and Sub-watershed Resources Planning

The watershed and sub-watershed resource planning program facilitates the preparation of studies, analysis, science-based decision-making tools, and recommendations for watershed-based resource management. Integrated watershed management is the process of managing human activities and natural resources on a watershed basis, considering social, economic, and environmental issues, as well as local community interests. Heavily predicated on adaptive management principles, it is a fundamental cycle of natural resources inventory, assessment, and management activities. Watershed and sub-watershed level analysis helps to inform land use planning decisions and resource management recommendations that supports NPAC and partner programs.

This program enables the NPCA to provide watershed planning consulting services to municipalities required to produce watershed and subwatershed plans in the local watershed planning framework and/or conduct the background scientific watershed studies and strategic initiatives supporting the development of integrated watershed management recommendations for the Niagara Watershed. Ultimately the program will help facilitate a common and trusted local technical watershed science knowledge base that all partners and watershed stakeholders can benefit from.

Watershed-Based Resource Management Strategy

The NPCA is required by the province to prepare a Watershed-based Resource Management Strategy. The purpose of the Strategy is to assist NPCA with evolving or enhancing its programs and services to address or manage local watershed triggers, issues, and risks.

The Watershed-based Resource Management Strategy must be completed by December 31, 2024, and will include the following information:

- Guiding principles and objectives that inform the design and delivery of the NPCA's mandatory programs and services.
- Set goals and objectives that inform the design and delivery of NPCA's mandatory programs and services.
- The goals and objectives should directly relate to the scope of the watershed strategy, reflecting category 1 programs and services and, where supported through agreements, category 2 and 3 programs and services.
- A summary of existing technical studies, monitoring programs and other information on the natural resources the authority relies on within its area of jurisdiction or in specific watersheds that directly informs and supports the delivery of the NPCA's mandatory programs and services.
- A review of the NPCA's mandatory programs and services for the purposes of determining if they comply with

the Mandatory Programs and Services regulation through performing an assessment of the effectiveness of the Category 1 programs in addressing the issues and risks in the watershed and identifying actions to address the issues and mitigate the risks and providing a cost estimate for the implementation of those actions (i.e., assessing for gaps).

- The Strategy may include both category 2 and 3 programs and services provided by the CA, where the agreement which provides for the delivery of these programs or services permits the inclusion of these programs or services in the Strategy.
- A process for periodic review and updates to the Strategy by the CA, including procedures to consult with stakeholders and the public during these periodic reviews.

In accordance with Provincial requirements, the Strategy must include the opportunity for a public consultation on the Strategy.

Other Watershed Related Programs

Drinking Source Water Protection

As part of the Clean Water Act, 2006 and its associated Regulations, the NPCA acts as the lead Source Protection Authority for the Niagara Peninsula Source Protection Area. NPCA's responsibilities include:

- Establishing and maintaining the Source Protection Committee.
- Provide administrative, technical and scientific support to the SPC.
- Carry out locally initiated amendments to the applicable assessment report and source protection plan such as for the inclusion of new or changing municipal residential Drinking Water Systems.
- Maintain and make accessible source protection program data to inform local decision-making.
- Monitor source protection plan implementation.
- Prepare annual progress reports for the Minister to report on local progress
- Support municipalities in fulfilling their source protection plan implementation responsibilities, and undertake other functions related to their role including providing advice and technical services to municipal staff, businesses, landowners or other persons about the source protection plan and the overall drinking water source protection program.

Niagara River Remedial Action Plan

The Niagara River Remedial Action Plan (NRRAP) is a special program at the NPCA involving a community-based partnership of various stakeholders working together to improve the Niagara River's water quality and ecosystem health. The NRRAP was first established in 1988 based on commitments of the Canada-U.S. Great Lakes Water Quality Agreement (GLWQA) to restore the biological, chemical, and physical integrity of the waters of Great Lakes. The agreement called for the development and implementation of Remedial Action Plans to identify and address water quality and ecosystem health problems at 43 severely degraded locations (called Areas of Concern) across the Great Lakes basin, including the Niagara River. The NRRAP program further supports meeting the federal and provincial goals of the Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health.

The NPCA has been the lead coordinator of this program with funding support from the Canadian and Ontario governments since 1999. Through relevant funding agreements with federal and provincial ministries, the NPCA is responsible for coordinating local partners (i.e., federal, provincial, and municipal governments, environmental organizations, industry, scientists, non-government organizations, First Nations and Métis communities, and the public) and implementing projects that aim to improve Niagara River's water quality and ecosystem health. NPCA staff provide project management, stakeholder engagement, communications, work planning activities, and administrative support

for the entire Niagara River RAP structure (i.e., committees and technical working groups).

Other Projects/Programs – External Funding

As opportunities arise, the NPCA seeks out external funding to support new projects or programs that benefit partners within the watershed. For example, the Federal Government's 2 Billion Trees Commitment program seeks to partner with local governments and organizations to plant two billion trees across Canada by 2031 — trees that will capture and store carbon, improve water quality, support biodiversity, and provide other community well-being benefits to support proposed growth in our watershed. In 2022, NPCA secured a \$150,000 capacity building grant under this program to launch our "Trees for All" campaign with an aim to develop a 10-year watershed-wide restoration initiative. By actively seeking out external funding sources, the NPCA is able to supplement and grow existing programs and services and develop new ones to advance innovative research and best practices that strengthen our relationships with partners in delivering services with collective outcomes and impacts.

Conservation Authority Lands and Conservation Areas

Land Acquisition And Disposition

Implementation of NPCA Land Securement Strategy (LSS) and active pursuit of priority parcels for acquisition to support NPCA programs and services. Working with watershed partners to acquire lands that would support municipal strategies and initiatives such as parks, recreation, and trail strategies. Acquisition will also provide greater and more equitable access to greenspace while mitigating impacts from increased visitation. Protecting more greenspace will also support various other programs and initiatives such as restoration, recreation, climate change mitigation, and natural asset management.

1. Land Securement Strategy – implementation of NPCA's LSS through use of approved criteria and methods with focus on properties within one of six priority areas while also pursuing acquisitions that support the wide range of programs and services offered by NPCA.
2. Landowner Contact Program – implementation of a proactive outreach program to connect with landowners in one of six priority areas or in areas where opportunities arise and will support NPCA programs and services.
3. Acquisition of Properties – completion of related studies (e.g. appraisal, survey, legal, environmental site assessments) and required reports to support acquisition of priority properties.
4. Fundraising – working with staff to implement the Nature For All campaign with land acquisition as one of the four main pillars.
5. Incorporation of LSS and related activities into associated NPCA strategies and plans including: CA Strategy, Land Inventory, Management Plans as well as other programs and services such as restoration and climate change.

The land acquisition and disposition program will also support other NPCA programs and services such as Planning and Development, Restoration, Conservation Areas, and Community Outreach.

Land Management Planning

The NPCA manages 41 Conservation Areas within the Niagara Peninsula watershed and includes forests, wetlands, areas of natural and scientific interest, recreational lands, natural heritage, and cultural sites, and land for flood and erosion control. Each of the 41 properties require management plans to guide their daily management and development to achieve the NPCA mandate while fulfilling the needs of our watershed residents and visitors. Management plans will be informed by the Conservation Areas Strategy that will establish a set of guiding statements and directions to ensure each plan is designed to achieve and enhance the vision, goals, and objectives of NPCA's conservation area system.

1. Conservation Areas Strategy – development mandated by Provincial legislative changes. This Strategy will provide high level, strategic direction for the long-term management of the NPCA conservation area system. Critical components include goals, objectives, strategic directions, land classification, acquisition criteria, and natural heritage information.
2. Conservation Areas Land Inventory – development mandated by Provincial legislative changes. The Inventory will identify and document baseline data on NPCA land ownership including location, method of acquisition, funding sources, and suitability of lands to meet Provincial housing initiatives. In addition, work will also be

undertaken to secure NPCA title interest in our properties. This includes surveys, title searches, legal work, and GIS expertise.

3. Completion of management plans for priority properties. NPCA is required to complete management plans for all properties owned by the Authority. This also involves comprehensive engagement with all stakeholders and partners in the watershed.
4. General land management program involves effort to ensure NPCA land ownership interests are protected during internal and external projects. Work includes plan review, easements and management agreements, land access, trail management expertise, and participating in capital projects.
5. Developing an Invasive Species Strategy for NPCA properties. This work will also be completed in collaboration with various municipal and NGO partners within the watershed. The focus will be on identifying goals, objectives, and strategic directions as well as priority projects or species focus. Also working with partners to identify roles and responsibilities as well as resource needs to implement the Strategy within the watershed.

NPCA's Land Planning Program will also provide services or guidance to other programs including planning and development, land care, and capital development.

Active Recreation Programs

The NPCA owns 41 conservation areas and 2,946 hectares of property. They currently offer active recreation services at 4 conservation areas that include Ball's Falls, Binbrook, Chippawa Creek, and Long Beach. The recreation services include day use, camping, weddings, events, and facility rentals.

Camping

The NPCA owns and manages 2 campgrounds which are located at Chippawa Creek CA and Long Beach CA. The campgrounds offer day use admission to the park, pavilion rentals and both seasonal and transient camping.

Weddings, Facility Rentals and Special Events

The NPCA has several facilities at active conservation areas that offer facility rentals for family events or corporate bookings. These facilities include pavilions, picnic areas and indoor rooms. The NPCA also has an extensive wedding service at Ball's Falls where they offer 2 facilities for wedding receptions, a bridal suite as well as outdoor and indoor venues for wedding ceremonies.

The NPCA hosts and manages an annual Thanksgiving Festival, which is a Niagara tradition which has been in operation since 1974. The festival offers unique craft and artisan vendors, food and beverage, local farmers market, heritage tours and guided nature hikes.

Education Programs

The NPCA delivers a diverse range of education programs including day or field trips for students in kindergarten to grade 12, as well as overnight camping programs for junior and intermediate students and after-school programs. These programs are delivered primarily at NPCA conservation areas including Ball's Falls, Binbrook and St. Johns Valley Centre. NPCA delivers seasonal environmental and heritage programming based on the unique qualities and features of each conservation area. These educational and recreational programs are designed and delivered to align with Ontario school curriculum and are repeatedly selected by educators across the watershed.

Day Camps

The NPCA delivers day camps at Ball's Falls and St. Johns VC during March Break and Summer Break. Day camps offer children ages five to 11 an opportunity to experience nature in a fun, safe, inclusive way, with daily activities including nature-based play, arts and crafts, recreation and daily hikes and exploration within the conservation area.

Nature School

In 2020 the NPCA developed a full-time Nature School program, receiving designation and BSID from the Ministry of Education. NPCA delivers Nature School on a single-day basis, once per week over the course of the school year. This program is attended by students and families seeking alternative learning opportunities for their children, who are either enrolled in other alternative programs, homeschooled, or are attending public school part-time.

Heritage Programs

Within two of its 41 conservation areas (Ball's Falls and St. Johns VC), the NPCA delivers heritage-based and cultural programming, including day/field trips for students, guided interpretation and tours.

Education Events

The NPCA also delivers educative events within its conservation areas throughout the year and in partnership with community groups and environmental organizations. Each of these events features educational and recreational components, such as guided hikes, programming on sustainable angling, and natural heritage. Programs and events such as these are offered for free or at minimal cost to attendees, creating greater access to greenspace and connecting the community to nature.

Land Care Program (conservation areas)

The land care program is an initiative aimed at ensuring the optimal upkeep and management of conservation areas within the Niagara Peninsula Watershed. The program encompasses a range of activities designed to preserve, enhance, and sustain the natural beauty, recreational opportunities, and overall usability of NPCA's green spaces. These activities include overseeing horticulture work and forestry including grass cutting, trail maintenance and removal of hazards to ensure safety of visitors. It also includes inspection and repairs of all park amenities including bridges, benches, signage, washroom buildings and heritage buildings.

Section 29 Enforcement and Compliance

The NPCA owns and protects 2946 hectares of land, including forests, wetlands, areas of natural and scientific interest, as well as recreational lands. Under the Conservation Authorities Act, conservation authorities are required to conduct conservation and land management of these owned lands. This includes regulations made under Section 29 of the Conservation Authorities Act regarding public use of authority's property by the public.

Conservation Authority staff are effectively trained and designated as Provincial Offences Officers, with the capacity to enforce, ticket and first of all educate conservation area visitors on the important regulations set in place to keep visitors and the environment safe. Some primary regulations include enforcement of open fire rules, time of access and type of use, littering and disposal of waste, as well as enforcing the Highway Traffic Act on conservation area roadways.

Land Lease and Agreement Management

The NPCA owns 41 conservation areas and 2946 hectares of property. They currently have land use agreements at 6 conservation areas. NPCA staff collaborate with these involved parties to ensure the effective implementation of these agreements and the delivery of services to the utmost of their capabilities.

Enabling Services

Corporate Services

Corporate services are a broad range of specialized support functions and administrative tasks that NPCA requires to operate efficiently and effectively. These services are essential for managing various aspects of NPCA's operations, compliance, and overall well-being.

The primary goal of corporate services is to enable the core business functions to operate smoothly, efficiently, and in compliance with all relevant regulations while supporting the overall strategic objectives of the company.

Corporate services include but are not limited to:

- Finance and Accounting: handles financial planning, budgeting, bookkeeping, tax management, financial reporting, auditing, and treasury functions, ensuring NPCA's financial health and compliance with financial regulations.

- **Facilities' Management:** oversees the maintenance and management of physical office spaces, including building security, utilities, janitorial services, and workspace optimization.
- **Compliance and Regulatory Affairs:** ensures that NPCA adheres to all relevant laws, regulations, and industry standards as well as ongoing monitoring of changes in regulations and implementation of necessary adjustments to stay compliant.
- **Risk Management:** Risk management teams identify, assess, and mitigate various risks that could impact the organization, such as financial risks, operational risks, and strategic risks.
- **Corporate Social Responsibility (CSR):** CSR departments focus on the company's ethical and social responsibilities, including sustainability initiatives, community engagement, and philanthropic efforts.
- **Administrative Support:** Administrative functions encompass tasks like office administration, reception services, document management, and travel coordination.

Financial Services

Financial Services encompasses a wide range of activities and strategies aimed at managing NPCA's financial resources efficiently and effectively. Effective corporate financial management is essential for NPCA's growth and sustainability. It requires a deep understanding of financial markets, risk management, and strategic decision-making to optimize financial resources and achieve long-term financial success.

Financial Services include:

- **Capital Budgeting:** evaluating investment opportunities and deciding which projects or assets to invest in. This process aims to allocate financial resources to projects that are expected to generate the highest returns and add value.
- **Working Capital Management:** Efficient management of current assets (such as cash, accounts receivable, and inventory) and current liabilities (such as accounts payable) is essential to ensure that NPCA has enough liquidity to meet its short-term financial obligations.
- **Financial Planning and Forecasting:** NPCA engages in financial planning by creating budgets and financial forecasts. These tools set financial goals, monitor performance, and make necessary adjustments to achieve objectives.
- **Financial Reporting and Analysis:** Analyzing financial statements and financial ratios is crucial to assess NPCA's financial performance, profitability, and financial health.
- **Regulatory Compliance:** NPCA must adhere to financial regulations and reporting standards. The Financial Services team ensures compliance with accounting principles and regulatory requirements.

People and Performance

Organizational Structure: Works with senior leadership team to determine an appropriate organizational structure to meet the organization's current and future needs. Consideration is given to the goals and objects of the Authority, considering potential for changes within legislative framework as well as organizational growth.

Talent Acquisition: Works with appropriate managers and directors to design and update job descriptions including identification of required qualifications. The Human Resources team will additionally identify and use appropriate strategies to attract, source and hire the right talent for the organization including job posting, interviews and selection criteria and a smooth and welcoming onboarding for the successful candidate.

Employee and Labour Relations: This team acts as a bridge between employees and management and between management and the union, coaching managers, and mediating conflict where necessary. Responsible for advising on interpretation and application of the collective agreement, human resources additionally lead the collective bargaining process, grievance process and arbitrations ensuring compliance with legal requirements.

Compensation and Benefits: Human Resources maintains the Human Resources Information System (HRIS) which stores employee data and records. This includes setting up payroll, payroll codes, dealing with pay discrepancies, processing compensation increases and records of employment. Human Resources is responsible for conducting salary and benefit reviews to ensure competitive compensation and facilitates the job evaluation process. This team also administers and manages the corporate health care benefits and pension plan.

Performance Management: Human Resources establishes, implements, and coaches leaders on the performance management process including goal setting, performance evaluations, performance coaching and management to ensure staff have the resources, training, and meaningful feedback to achieve elevated levels of performance.

Training and Development: Responsible for identifying training needs, organizing corporate training, and coordinating employee development programs to enhance skills and knowledge. The HR team also works closely with the senior leadership team to develop, support, and guide the succession planning program.

Health, Safety and Wellness: Ensuring the health, safety, and well-being of staff in the workplace is a prime responsibility of the Human Resources team. Participation on the health and safety committee and ensuring compliance with various regulations and standards through policy development, implementation and ensuring organizational adherence is necessary to protect both staff and the organization. Supporting employee wellness through participation in various wellness initiatives, promoting work-life balance and ensuring support is available for employee's emotional and mental well-being is essential to promote employee satisfaction and retention.

Employee Engagement & Organizational Culture: Human Resources supports the facilitation of various engagement initiatives and has a pulse on the organizational climate. Through the design and implementation of employee surveys, HR works with the senior leadership team to develop and implement plans to increase employee morale, job satisfaction, engagement, and retention.

Strategic Planning: HR plays a strategic role in workforce planning, aligning HR strategies with the organizational goals and ensuring the workforce is positioned to meet future challenges as well as ensuring risk management through anticipating potential organizational workforce challenges.

Information Management and Technology, GIS

Information Technology (IT) services include managing NPCA's hardware, software, networks, cybersecurity, data storage, IT support for employees and Geographic Information Systems (GIS) within NPCA business environments. IT is crucial for maintaining a secure and efficient digital infrastructure.

Roles, responsibilities, and functions:

- **Hardware and Software Support:** provide technical support for NPCA's hardware (computers, servers, printers, etc.) and software (operating systems, applications, etc.). This includes installation, maintenance, troubleshooting, and repairs.
- **Network Management:** oversee NPCA's computer networks, including maintenance of the network infrastructure, ensuring data connectivity, and managing network security.
- **Cybersecurity:** protect the organization's digital assets from cyber threats. This involves implementing security measures, monitoring for vulnerabilities, and responding to security incidents.
- **Data Management:** manage data storage, backup, and recovery, ensuring that data is properly stored and can be retrieved in the event of data loss or system failure.
- **Server and Data Center Management:** manage NPCA's servers and data centers, ensuring the availability, performance, and reliability of these critical resources.
- **User Support:** provide technical assistance to end users within the organization. This includes resolving issues, answering questions, and providing training on technology use.

- **Technology Procurement:** selection and procurement of IT equipment, software, and services. This involves evaluating technology options, negotiating contracts, and managing vendor relationships.
- **IT Strategy and Planning:** work closely with NPCA's leadership to align technology initiatives with the overall business strategy. Plan for future technology needs and ensure that IT investments support corporate strategic objectives.
- **Compliance and Regulatory Requirements:** responsible for ensuring that NPCA complies with relevant laws and regulations regarding data privacy, security, and technology use.
- **Disaster Recovery and Business Continuity:** develop and maintain plans to ensure that NPCA can recover from technology-related disasters and continue operations with minimal disruption.
- **Project Management:** manage technology-related projects, such as system upgrades, migrations, and implementations.
- **Budget Management:** responsible for managing the IT budget, which includes allocating funds for equipment, software licenses, staff salaries, and ongoing maintenance.
- **Documentation:** Maintaining thorough documentation of NPCA's IT systems, configuration, and procedures.
- **Training and Knowledge Sharing:** provide training to employees on technology best practices and promote knowledge sharing within the organization.

Communications, Marketing and Public Relations

The Department of Strategic Business Planning and Public Relations is an interdepartmental and enabling service provider that partners with almost every NPCA department to ensure that the public and key stakeholders are aware, educated and engaged with our products, programs, and services, as well as our policies, procedures, and governance. Our goal is to create high-quality and compelling marketing, communications, media and public relations, and community engagement solutions that strongly support and bring to life NPCA's strategic plan and brand to enhance its reputation.

The Department of Strategic Business Planning and Public Relations is a small, but mighty and diverse group of experienced communicators, marketers, designers, and public engagement practitioners that work collaboratively across NPCA departments to help advance organizational priorities through effective strategies and tactics. The team also provides brand management expertise and invaluable institutional knowledge gained from working with teams across the organization. We collaborate with departments, key stakeholders, and the community to support NPCA's strategic goals, objectives, and initiatives.

Corporate Administration and Governance

NPCA Governance Support: Provide guidance, advice, recommendations, support and reports to the Board of Directors and advisory boards to ensure that decisions are based on accurate and timely information. Translate Board direction into responsive, effective policies and procedures for approval by the Board, and oversee the implementation of approved policies and procedures. Establish and sustain relationships with the Board of Directors, government agencies and stakeholders and providing strategic oversight for watershed management, environmental programs, and Conservation Authority properties.

Strategic Corporate Leadership: Create a culture of collaboration, communication, accountability, and transparency for internal and external stakeholders. Working closely with staff, stakeholders and elected officials in the planning and execution of a strategic vision and collaborating with all levels of government, non-government organizations, community groups, and individuals to promote the goals and objectives of NPCA's Strategic Plan, Conservation Authority legislation and good governance. Evaluate, coach and mentor staff.

Business Planning, Fiscal Responsibility, and Operational Leadership: Provide Business and Budget Planning Leadership as a Secretary-Treasurer as per Conservation Authorities Act. Management, update, and implementation of

NPCA's Administration by-laws and Policies according to the Conservation Authorities Act. Overseeing recruitment, performance management, succession planning and professional development in accordance with the Authority's Policies and Procedures or as delegated by the Board. Leading NPCA staff in accordance with the NPCA Strategic Mission and Vision, ensuring annual performance objectives are established, and performance appraisals are completed.

Corporate Support

Corporate Support consists of fleet and facilities management, corporate procurement, contract management, administration of corporate credit card program and risk management.

Key aspects and functions include:

- **Procurement and Supply Chain Management:** these services focus on sourcing materials, negotiating supplier contracts, inventory management, and optimizing the supply chain to reduce costs and ensure a smooth flow of goods and services.
- **Facilities Management:** Facilities management oversees the physical workspace and infrastructure. It includes maintenance, safety and security, space planning, and environmental sustainability efforts.
- **Risk Management:** Risk management identifies, assesses, and mitigates risks that could affect the organization. This business unit handles insurance, business continuity planning, and safety programs.
- **Contract Management:** Contract management is the process of creating, organizing, and overseeing contracts between NPCA and its suppliers, customers, partners, or other stakeholders. It involves various stages, from contract creation and negotiation to execution, monitoring, and, eventually, contract renewal or termination.

Asset Management, Capital Projects & Land Asset Coordinator

In an effort to efficiently and effectively manage the NPCA's assets, the NPCA is currently implementing a Strategic Asset Management Plan which utilizes specialized software and equipment to document and inventory Asset Classes such as: Land, Land Improvements (e.g. roads, bridges), Buildings, Water Control Infrastructure, Gauge Stations, Equipment, and Vehicles.

The Strategic Asset Management Plan will also include a framework, guiding principles, goals, and methodology for the acquisition, use, control, protection, maintenance, and disposal of assets.

The NPCA is implementing a long-term Capital Plan to strategically plan and implement new and expanded flood and conservation land infrastructure in an efficient and cost-effective manner.

Vehicles and Equipment

Fleet management consists of overseeing and controlling NPCA's vehicle fleet to ensure efficient and cost-effective operations.

Key aspects and functions of fleet management include:

- **Acquisition and Procurement:** selection and acquisition of vehicles suitable to meet NPCA's operational needs, including considerations like vehicle type, size, fuel efficiency, and any specialized features required.
- **Vehicle Maintenance:** Regular maintenance and repairs are crucial to keep the fleet running smoothly and safely. Maintenance includes: scheduling maintenance services, tracking vehicle maintenance histories, and ensuring that all vehicles are in good working condition.
- **Fuel Management:** Managing fuel costs is a significant component of fleet management. This involves monitoring fuel consumption, fuel economy, and fuel card management. Efforts are made to reduce fuel expenses through efficient driving practices and vehicle selection.

- **Compliance and Regulatory Management:** ensure that vehicles and drivers comply with relevant regulations, such as safety regulations, emissions standards, and hours of service requirements.
- **Asset Lifecycle Management:** Decisions about when to retire or replace vehicles are made based on factors like depreciation, maintenance costs, and fuel efficiency. Fleet management involves planning for the acquisition of new vehicles and the disposal of old ones.
- **Data Analysis and Reporting:** involves collecting and analyzing data related to vehicle performance and overall fleet operations. This data is used to make informed decisions and implement improvements.
- **Environmental Impact:** Reducing the environmental impact of the fleet is a growing concern. Fleet management involves implementing strategies to reduce emissions, such as adopting electric or hybrid vehicles.

Niagara Peninsula Conservation Authority

2024 DRAFT BUDGETS & MUNICIPAL LEVIES

October 2023



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2024 DRAFT BUDGET SUMMARY

Operating Budget - Revenues	2024 Budget	2023 Budget	Variance
Municipal Funding	7,040,886	6,947,104	93,782
Provincial Funding	540,660	538,760	1,900
Federal Funding	212,323	268,000	- 55,677
Program Revenue	4,077,247	4,084,201	- 6,954
Other	1,432,053	1,044,418	387,635
Total - Operating Revenues	13,303,169	12,882,483	420,686
Operating Budget - Expenses	2024 Budget	2023 Budget	Variance
Salaries and benefits, Employee Related	8,972,903	8,641,201	331,702
Governance	41,000	41,000	-
Professional Fees, Contractor Services	1,043,691	1,071,133	- 27,442
Materials & Supplies, Vehicles & Equipment	701,109	663,790	37,319
Occupancy Costs	795,892	630,522	165,370
Park Maintenance	654,143	626,300	27,843
Information Management/GIS	455,112	473,487	- 18,375
Marketing, Advertising, Printing, Signs	91,680	92,000	- 320
Special Events (Festival, Holiday Trail)	211,260	331,000	- 119,740
Flood Forecasting & Water Quality	144,400	131,500	12,900
Miscellaneous	191,979	180,550	11,429
Total - Operating Expenses	13,303,169	12,882,483	420,686
Capital and Special Projects	2024 Budget	2023 Budget	Variance
Corporate Administration	-	54,026	- 54,026
Corporate Services	305,002	124,259	180,743
Land Operations - Balls Falls	184,053	189,089	- 5,036
Land Operations - Binbrook	315,520	64,831	250,689
Land Operations - Chippawa Creek	-	108,050	- 108,050
Land Operations - Long Beach	315,520	135,064	180,456
Land Operations - Passive Parks	762,505	875,442	- 112,937
Watershed	422,611	467,398	- 44,787
Total - Capital & Special Projects	2,305,211	2,018,159	287,052
Land Securement	411,291	700,000	- 288,709
TOTAL	16,019,671	15,600,642	419,029

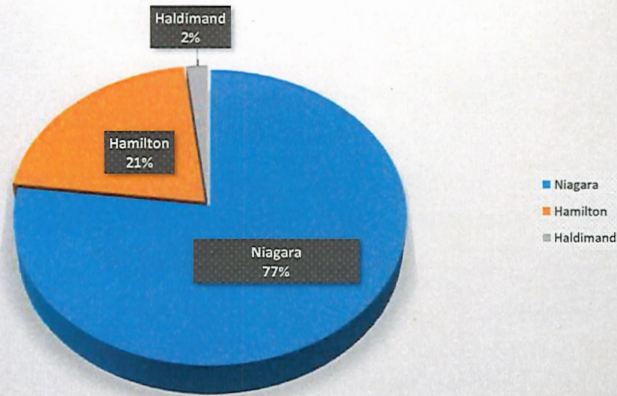
2024 MUNICIPAL LEVY SUMMARY

Levy Apportionment - 2024

The levy apportionment ratios are calculated from assessment data provided by MPAC, and further revised based on the Conservation Authority Levies Regulation.

Municipality	% in CA	Municipal Population	Municipal Population in CA	Prior Year CVA in CA	2024 Levy Apportionment	2023 Levy Apportionment	Variance
Haldimand	25%	41,896	10,348	\$1.862B	1.8989%	1.8931%	0.0058%
Hamilton	21%	449,119	94,764	\$20.730B	21.1370%	21.1484%	-0.0114%
Niagara	100%	370,919	370,919	\$74.483B	76.9641%	76.9585%	0.0056%
Total		861,934	476,031	\$95.170B	100.0000%	100.0000%	0.0000%

2024 Municipal Levy - Consolidated



LEVY SUMMARY - 2024

			Variance	
	2024	2023	Amount	%
NIAGARA				
General Levy	5,418,955	5,235,095	183,860	3.51%
Special Levy - Capital	1,601,271	1,576,703	24,568	1.56%
Special Levy - Land Securement	250,000	250,000	-	0.00%
SUB TOTAL	7,270,226	7,061,798	208,428	2.95%
Pandemic Funding	-	111,292	-111,292	-100.00%
TOTAL	7,270,226	7,173,090	97,136	1.35%
HAMILTON				
General Levy	1,488,232	1,469,201	19,031	1.30%
Special Levy - Capital	263,309	232,786	30,523	13.11%
Special Levy - Land Securement	148,039	148,039	-	0.00%
TOTAL	1,899,580	1,850,026	49,554	2.68%
HALDIMAND				
General Levy	133,699	131,516	2,183	1.66%
Special Levy - Capital	14,679	15,035	-356	-2.37%
Special Levy - Land Securement	13,252	13,252	-	0.00%
TOTAL	161,630	159,803	1,827	1.14%
CONSOLIDATED				
General Levy	7,040,886	6,835,812	205,074	3.00%
Special Levy - Capital	1,879,259	1,824,524	54,735	3.00%
Special Levy - Land Securement	411,291	411,291	-	0.00%
SUB TOTAL	9,331,436	9,071,627	259,809	2.86%
Pandemic Funding	-	111,292	-111,292	-100.00%
TOTAL	9,331,436	9,182,919	140,193	-1.48%

2024 UNFUNDED BUDGET PRIORITIES

Description	2024 Unfunded Priority	2024 Unfunded Budget Priorities - Proposed Funding Sources			
		Municipal Funding			Other
		Niagara	Hamilton	Haldimand	
<u>Integrated Watershed Strategies</u>					
Four Mile Creek Water Budget	40,000	30,786	8,455	760	
Invasive Species Strategy - Phase 2	20,000	20,000			
Climate Change Action Program Corporate Risk & Vulnerability Assessment	150,000	115,446	31,706	2,848	
Lakewood CA Restoration Plan Implementation	250,000	250,000			
Flood and Erosion Mitigation - Phase 1 Assessment and Design Options	2,000,000	2,000,000			
Non-Point Source Water Quality Best Management Practices Stewardship	200,000	153,928	42,274	3,798	
Sustainable Technologies Program	260,000	200,107	54,956	4,937	
Urban Climate Stewardship for Nearshore Watershed (Land to Lake Initiative)	240,000	240,000			
Total - Integrated Watershed Strategies	3,160,000	3,010,267	137,391	12,343	-
<u>Natural Hazard Management</u>					
Lake Ontario Shoreline Hazard Mapping - Phase 2	125,000	125,000			
Shoreline Climate Modeling and Risk Assessment	450,000	450,000			
Upper Virgil Dam Erosion Protection	200,000	200,000			
Lower Virgil Dam Erosion Protection	200,000	200,000			
Total - Natural Hazard Management	975,000	975,000	-	-	-
<u>Conservation Authority Act Transition</u>					
Watershed Based Resource Management Strategy	25,000	19,241	5,284	475	
Land Management Plan Updates	125,000	96,205	26,421	2,374	
Total - Conservation Authority Act Transition	150,000	115,446	31,706	2,848	-
<u>Corporate Services and Asset Management</u>					
Strategic Asset Management Policy/Planning	80,000	61,571	16,910	1,519	
Sustainable Technologies and Green Infrastructure	100,000	76,964	21,137	1,899	
Operationalize Digital Strategy	500,000	384,821	105,685	9,495	
Corporate Support - Process Reviews	100,000	76,964	21,137	1,899	
Facilities - furniture, upgrades, EV Stations, etc.	250,000	192,410	52,843	4,747	
Total - Corporate Services and Asset Management	1,030,000	792,730	217,711	19,559	-
<u>Corporate Administration</u>					
NPCA Website Technical Maintenance & Redesign	50,000	38,482	10,569	949	
Total - Corporate Administration	50,000	38,482	10,569	949	-

... / continued

2024 UNFUNDED BUDGET PRIORITIES

Description	2024 Unfunded Priority	2024 Unfunded Budget Priorities - Proposed Funding Sources			
		Municipal Funding			Other
		Niagara	Hamilton	Haldimand	
State of Good Repair (SOGR) / Health and Safety					
Asset replacement and sustainment (amortization)	875,000	673,436	184,949	16,615	
Barn Storage Facility	50,000	50,000			
Argo (Bog & Wainfleet Wetlands)	20,000	20,000			
Automated Gates	330,000	330,000			
Furniture	25,000	19,241	5,284	475	
Lime Restoration	40,000	40,000			
New Metal Stairs for Bruce Trail	100,000				100,000
Interpretive and Wayfinding Sigange	500,000	384,821	105,685	9,495	
Pavilion 1 Demolition	50,000		50,000		
Playground Upgrade	300,000		300,000		
New Washroom Facility	200,000		200,000		
Main Boat Launch Upgrade	100,000		100,000		
Northside Playground	125,000	125,000			
Drainage South Side	100,000	100,000			
Long Beach Workshop	200,000	200,000			
Rebuild Comfort station #2 South Side	400,000	400,000			
Beach Washroom Renovations	15,000	15,000			
Electrical Upgrades	1,000,000	1,000,000			
New Pavilion	125,000	125,000			
New Playground Equipment	150,000	150,000			
Tile Drain in Day Use	125,000	125,000			
Roadway Improvements	500,000	384,821	105,685	9,495	
St. Johns Valley Centre Septic System	225,000	225,000			
St. Johns Valley Centre Post Office & House Restoration	115,000	115,000			
St Johns Valley Centre Retaining Wall	225,000	225,000			
St Johns Valley Centre Pedestrian Bridges	100,000	100,000			
Fencing for All Parks	300,000	230,892	63,411	5,697	
Waste bins for All Parks	30,000	23,089	6,341	570	
Picnic tables for passive parks	50,000	38,482	10,569	949	
Washroom Renovations - Morgan's Point	75,000	75,000			
Outdoor Education Natural and Cultural Heritage Campus	1,000,000	1,000,000			
Morgan's Point Washroom Renovations	300,000	300,000			
EV Charging Stations	100,000	76,964	21,137	1,899	
NPCA Net Zero Headquarters Planning, Feasibility Assessment & Design	75,000	57,723	15,853	1,424	
Ball Home Roof Replacement	50,000	50,000			
Total - State of Good Repair / Health and Safety	7,975,000	6,659,469	1,168,913	46,618	100,000
TOTAL 2024 UNFUNDED BUDGET PRIORITIES	13,340,000	11,591,394	1,566,289	82,317	100,000

2024 Unfunded Budget Priorities					
Classification	Niagara	Hamilton	Haldimand	External	TOTAL
Integrated Watershed Strategies	3,010,267	137,391	12,343	-	3,160,000
Natural Hazard Management	#REF!	-	-	-	975,000
Conservation Authority Act Transition	115,446	31,706	2,848	-	150,000
Corporate Services and Asset Management	792,730	217,711	19,559	-	1,030,000
Corporate Administration	38,482	10,569	949	-	50,000
State of Good Repair (SOGR) / Health and Safety	6,659,469	1,168,913	46,618	100,000	7,975,000
	11,591,394	1,566,289	82,317	100,000	13,340,000

Niagara Peninsula Conservation Authority										
2024 Budgets and Municipal Levies (Budget by Programs and Services)										
Appendix 4 - Report No. FA-41-23			Levy				Non-Levy			TOTAL BUDGET
Dept	Description	Category	Niagara	Hamilton	Haldimand	Total Levy	Provincial	Federal	Self-Generated	
General Levy - Category 1 and 2										
Natural Hazard Management										
301	Flood Forecasting and Warning	1	177,431	48,729	4,378	230,538	31,000			261,538
157	Flood and Erosion Management	1	43,554	11,961	1,075	56,590	5,200			61,790
323	Water Resources	1	79,522	21,840	1,962	103,324				103,324
329	Shoreline Hazard Management	1	18,772	5,155	463	24,390				24,390
345	Environmental Planning and Policy	1 & 2	210,237	57,738	5,187	273,162			153,000	426,162
361	Planning and Permitting	1 & 2	262,711	72,149	6,482	341,342	38,600		576,000	955,942
371	Compliance and Enforcement	1	450,929	123,841	11,126	585,895			40,800	626,695
391	Planning Ecology	1 & 2	80,852	22,205	1,995	105,052				105,052
TOTAL			1,324,008	363,618	32,667	1,720,293	74,800	-	769,800	2,564,893
Watershed Resource Management and Climate Change										
New	Watershed-based Resource Management Strategy	1	-	-	-	-	-	-	-	-
265	Watershed Monitoring and Reporting	1	251,576	69,091	6,207	326,874			12,000	338,874
217	Special Projects (groundwater sampling)	1	12,699	3,488	313	16,500				16,500
125	Regulatory Mapping Technical Studies	1	43,820	12,035	1,081	56,936				56,936
303	Climate Change Resilience	1	94,555	25,968	2,333	122,856		29,323		152,179
TOTAL			402,650	110,582	9,934	523,166	-	29,323	12,000	564,489
Other Watershed Related Programs										
205	Drinking Source Water Protection	1				-	155,909			155,909
TOTAL			-	-	-	-	155,909	-	-	155,909
Conservation Authority Lands and Conservation Areas										
489	Section 29 Enforcement and Compliance	1	52,418	14,396	1,293	68,107				68,107
427	Land Care Program	1	98,333	27,006	2,426	127,765			862,306	990,071
357	Land Management Planning	1	205,205	56,356	5,063	266,624			85,000	351,624
119	Ecology	1	108,058	29,676	2,666	140,400				140,400
TOTAL			464,013	127,434	11,448	602,896	-	-	947,306	1,550,202
Enabling Services										
101/107/127	Corporate Services (incl HR, Corp Sup, AM)	1	820,734	225,402	20,250	1,066,386	27,646	25,000	665,144	1,784,176
105	Financial Services	1	243,464	66,864	6,007	316,334				316,334
109/131	Information Management and Technology	1	584,157	160,430	14,413	758,999	9,900			768,899
103/150	Governance and Corporate Administration	1	412,284	113,228	10,172	535,684	32,377			568,061
111	Communications, Marketing and Public Relations	1	265,876	73,019	6,560	345,455				345,455
801	Vehicles and Equipment	1	201,338	55,294	4,968	261,600				261,600
153/155	Asset Management	1	15,544	4,269	384	20,197			189,966	210,163
TOTAL			2,543,398	698,505	62,752	3,304,655	69,923	25,000	855,110	4,254,688
TOTAL GENERAL LEVY			4,734,069	1,300,139	116,802	6,151,010	300,632	54,323	2,584,216	9,090,181

Niagara Peninsula Conservation Authority									
2024 Budgets and Municipal Levies (Budget by Programs and Services)									
Appendix 4 - Report No. FA-41-23			Levy				Non-Levy		
Dept	Description	Category	Niagara	Hamilton	Haldimand	Total Levy	Provincial	Federal	Self-Generated
TOTAL BUDGET									
General Levy - Category 3 - Cost Apportionment MOU									
Watershed Resource Management and Climate Change									
227	Restoration	3	258,495	70,992	6,378	335,864			202,553
123	Community Engagement and Stewardship	3	224,042	61,530	5,528	291,100			291,100
343	Integrated Watershed Planning	3	202,348	55,572	4,992	262,912			262,912
TOTAL			684,885	188,093	16,898	889,876	-	-	202,553
TOTAL GENERAL LEVY - CATEGORY 3			684,885	188,093	16,898	889,876	-	-	202,553
Special Levy									
TDB	Capital and Special Projects	1	1,601,271	263,309	14,679	1,879,259			425,952
TDB	Land Securement	2	250,000	148,039	13,252	411,291			411,291
TOTAL SPECIAL LEVY			1,851,271	411,348	27,931	2,290,550	-	-	425,952
Fee for Service - Schedule A									
265	Watershed Monitoring and Reporting						-	-	178,500
TOTAL FEE FOR SERVICE - SCHEDULE A			-	-	-	-	-	-	178,500
Provincial, Federal, Authority Generated									
Other Watershed Related Programs									
241	Niagara River Remedial Action Plan	3					240,028	158,000	398,028
TBD	Other (new projects/programs - i.e. 2BT)	3					-		-
TOTAL							240,028	158,000	-
Conservation Authority Lands and Conservation Areas									
395/401/403/405	Active Recreation Programs	3							2,104,031
407/411									
413	Educational Programming	3							440,000
New	Land Management, Other Agencies	3					-		-
TOTAL							-	-	2,544,031
TOTAL PROVINCIAL, FEDERAL, AUTHORITY GENERATED							240,028	158,000	2,544,031
GRAND TOTAL			7,270,226	1,899,580	161,630	9,331,436	540,660	212,323	5,935,252

SUMMARY									
Operating			5,418,955	1,488,232	133,699	7,040,886	540,660	212,323	5,509,300
Capital			1,601,271	263,309	14,679	1,879,259	-	-	425,952
Land Securement			250,000	148,039	13,252	411,291	-	-	-
TOTAL			7,270,226	1,899,580	161,630	9,331,436	540,660	212,323	5,935,252
									16,019,671

Report To: Board of Directors

Subject: NPCA Public Advisory Committee - Member Appointment

Report No: FA-42-23

Date: October 20, 2023

Recommendation:

1. **THAT** Report No. FA-42-23 RE: NPCA Public Advisory Committee - Member Appointment **BE RECEIVED**.
2. **THAT** the individual identified in Confidential Appendix 1 to Report FA-42-23 **BE APPOINTED** to the NPCA Public Advisory Committee.
3. **AND THAT** Confidential Appendix 1 to Report FA-42-23 **BE DEEMED** a public document and received into the record.

Purpose:

To inform the Board about the recent recruitment process used to fill the NPCA's Public Advisory Committee (PAC) Academic/Science/Research sector seat and to appoint the recommended individual identified in Confidential Appendix 1.

Background:

The NPCA's PAC was established in 2014 and consists of citizen representatives from various watershed sectors (e.g., agricultural, business, environmental, etc.) to provide collaborative, local sector-based perspectives on specific projects/programs and/or other conservation authority matters, as determined by the NPCA Board of Directors or its staff. For nearly a decade, the voluntary group of PAC members have been instrumental in providing valuable input to NPCA staff and the Board of Directors. For example, their feedback helped shape the 2021-2031 Strategic Plan, inform floodplain mapping projects, planning and permitting policy review, and development of the Land Securement Strategy. The PAC is integral to improving the ways in which we engage and involve the watershed community in opportunities for feedback and participation. The former PAC term ended on December 31, 2022.

Through Resolution FA-19-23, the PAC's Updated Terms of Reference were approved by the Board of Directors at their February 17, 2023 Annual General Meeting and staff were directed to proceed with the PAC member recruitment. During the initial recruitment process all representative seats were filled (with Board approval at the April 21, 2023 meeting), except the Academic/Science/Research seat. A second recruitment process was initiated to find a suitable candidate for the last remaining seat.

Discussion:

This summer, the NPCA implemented a comprehensive, month-long recruitment process to fill the Academic/Science/Research seat on the PAC. The NPCA reached out to academic partners at various institutions while also leveraging existing tools and resources such as the Get Involved NPCA online engagement portal, social media platforms, and digital marketing to increase broad awareness of the PAC and obtain applications. The Get Involved NPCA portal housed information regarding the PAC (e.g., terms of reference) as well as the online form for those who were interested in submitting an application. Marketing and communications materials directed people to the online portal for more information.

The portal's final summary report on engagement metrics provides detailed information on the number of visitors and engaged participants, including where they visited from, the documents they downloaded, and the pages they clicked through. The portal received 26 total visits, and five individuals filled out the application form including individuals from University of Toronto, Brock University, and McMaster University.

A working group made up of NPCA staff with experience leading external, multi-stakeholder committees was established to coordinate the recruitment process, review and evaluate applications, and offer a member recommendation to the Board of Directors (refer to confidential Appendix 1). Applications were evaluated using an established rubric to score all PAC member applications.

As per the NPCA Administrative By-Law, members of PAC are required to pass a police background check and abide by NPCA policies and protocols applicable to volunteers.

Financial Implications:

There are no financial implications.

Related Reports or Appendices:

Confidential Appendix 1 to Report FA-42-23

Links to Policy/Strategic Plan:

The Public Advisory Committee supports our strategic plan commitments to fostering relationships with the watershed community (goal 4.2), improving engagement with local First Nations, Métis, and Inuit peoples (goal 4.3), and providing high standards of customer service (goal 5.3).

Authored by:

Original Signed By:

Kerry Royer

Community Outreach and Engagement Specialist

Reviewed by:

Original Signed By:

Leilani Lee-Yates, MCIP RPP

Director, Planning and Development

Interim Director, Watershed Strategies and Climate Change

Submitted by:

Original Signed By:

Chandra Sharma, MCIP RPP

Chief Administrative Officer/Secretary-Treasurer

Report To: Board of Directors

Subject: Chair and Vice Chair Rotation and Exemption Provision under Conservation Authorities Act (CAA)

Report No: FA-46-23

Date: October 13, 2023

Recommendation:

THAT Report No. FA-46-23 RE: Chair and Vice Chair Rotation and Exemption provision under Conservation Authorities Act (CAA) **BE RECEIVED** for further **ACTION** as appropriate.

Purpose:

To provide background information and options in the regards to the Rotation and Exemption provisions related to Chair and Vice Chair positions as per Conservation Authority Act.

Background:

At the NPCA Governance Committee Meeting on September 15th 2023, Resolution No. GC-10-2023 was approved:

“THAT the CAO provide legislative background and options related to Chair Rotation and Exemption provisions after discussion with Conservation Ontario at the October 20, 2023 Full Authority Board Meeting”

Section 17 of the Conservation Authorities Act (CAA) provides direction related to the Term of Chair and Vice Chair:

Chair, vice-chair

17 (1) At the first meeting held in each year or at such other meeting as may be specified by the authority's by-laws, the authority shall appoint a chair and one or more vice-chairs from among the members of the authority. 1996, c. 1, Sched. M, s. 43; 2017, c. 23, Sched. 4, s. 14.

Term of chair, vice-chair

(1.1) A chair or vice-chair appointed under subsection (1) shall hold office for a term of one year and shall serve for no more than two consecutive terms. 2020, c. 36, Sched. 6, s. 4.

Representation from each municipality

(1.2) An authority in respect of which more than one participating municipality has been designated shall appoint chairs and vice-chairs from among the members appointed to the authority by each participating municipality on a rotating basis so as to ensure that a member appointed to the authority by a particular participating municipality cannot be appointed to succeed an outgoing chair or vice-chair appointed to the authority by the same participating municipality. 2020, c. 36, Sched. 6, s. 4.

Exception

(1.3) Despite subsections (1.1) and (1.2), upon application by an authority or a participating municipality, the Minister may grant permission to the authority or participating municipality to, subject to such conditions or restrictions as the Minister considers appropriate,

- (a) appoint a chair or vice-chair for a term of more than one year or to hold office for more than two consecutive terms; or
- (b) appoint as chair or vice-chair of the authority a member who was appointed to the authority by the same participating municipality that appointed the outgoing chair or vice-chair. 2020, c. 36, Sched. 6, s. 4.

Discussion:

Based on discussion with Conservation Ontario, and in keeping with the Legislation, NPCA Board of Directors have two options:

OPTION 1: The NPCA Board of Directors agrees to re-appoint the current Chair in 2024 to hold office for more than two consecutive terms. As such, The NPCA Board of Directors shall adopt a resolution to request the Minister for an exemption. Staff submit an extension request detailing the rationale, including local circumstances, for the Minister to consider as to why an exception is needed.

Note: Timing of an exemption request is not specified in the Legislation and the current practice among CA's varies depending on local circumstances. Staff recommend a proactive approach and decision prior to the February AGM to allow for business continuity.

OPTION 2: At the upcoming Annual General Meeting (February 2024), the election of Chair and Vice Chair be conducted with general agreement of the membership to allow; a) either the City of Hamilton or Haldimand County representative be appointed for the position of Chair, and b) either the City of Hamilton or the Regional Municipality of Niagara representative to be appointed for the position of Vice-Chair. Both positions shall hold office for a term of one year and shall serve for no more than two consecutive terms.

Financial Implications:

There is no financial implication resulting from these reports.

Authored and Submitted by:

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



**FINANCE COMMITTEE MEETING
HYBRID CONFERENCE
MEETING MINUTES
Wednesday September 27, 2023
9:00 a.m.**

MEMBERS PRESENT: S. Beattie
D. Cridland, Chair
R. Foster
B. Grant
D. Huson
M. Tadeson

STAFF PRESENT: C. Sharma, Chief Administrative Officer/Secretary–Treasurer
G. Shaule, Administrative Assistant, Corporate Resources
A. Christie, Director, Conservation Areas
C. Belic, Administrative Assistant, Corporate Services
L. Gagnon, Director, Corporate Services

Donna Cridland, Finance Committee Chair called the meeting to order at 9:00 a.m.

1. APPROVAL OF AGENDA

Recommendation No. FC-12-2023

Moved by: Brian Grant

Seconded by: Diana Huson

THAT the Finance Committee meeting agenda dated September 27, 2023 **BE APPROVED**

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF THE MINUTES

a) Minutes of the NPCA Finance Committee meeting of April 6, 2023

Recommendation No. FC-13-2023

Moved by: Rob Foster

Seconded by: Brian Grant

THAT the minutes of the Finance Committee meeting dated April 6, 2023 **BE APPROVED.**

CARRIED

4. CORRESPONDENCE

None.

5. DELEGATIONS

None.

6. PRESENTATIONS

PowerPoint Presentation by Lise Gagnon RE: 2024 Budget and Municipal Levies 2024 Budget and Municipal Levies Presentation. This presentation is in conjunction with item # 8 a) Report No. FC-06-23 RE: Financial Report-Q2-2023

Recommendation No. FC-14-2023

Moved by: Member Beattie

Seconded by: Member Grant

THAT the PowerPoint Presentation by Lise Gagnon RE: 2024 Budget and Municipal Levies **BE RECEIVED**.

7. CONSENT ITEMS

- a) Report No. FC-07-23 RE: Financial Report-Q1-2023 Lise Gagnon provided a high level overview
- b) Report No. FC-08-23 RE: Financial Report-Q2-2023 Lise Gagnon provided comments on this report.

Recommendation No. FC-15-2023

Moved by: Member Beattie

Seconded by: Member Grant

THAT the following Reports **BE RECEIVED**:

- Report No. FC-07-23 RE: Financial Report-Q1-2023
- Report No. FC-08-23 RE: Financial Report-Q2-2023

CARRIED

8. DISCUSSION ITEMS

- a) Report No. FC-06-23 RE: 2024 Draft Budgets and Municipal Levies. This Report is in conjunction with Presentation item #6.

Recommendation No. FC-16-2023

Moved by: Member Huson

Seconded by: Member Tadeson

1. **THAT** Report No. FC-06-23 RE: 2024 Draft Budgets and Municipal Levies **BE RECEIVED**;
2. **THAT** the Finance Committee is recommending that the Board of Directors **CONSIDER** and **APPROVE** the following recommendations:

- a. **THAT** the 2024 Draft Budgets **BE APPROVED** at the Board of Directors meeting on October 20th, 2023, for discussion with municipal staff, in accordance with Board approved Budget Assumptions.
- b. **THAT** the 2024 Draft Municipal Levies **BE APPROVED** at the Board of Directors meeting on October 20th, 2023, for discussion with municipal staff,
- c. **THAT** the targeted Land Securement Reserve contributions as per the Land Securement Strategy **BE PRESENTED** to municipal partners for their consideration, identified as an item in the Special Levy envelope.
- d. **THAT** the list of 2024 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2024 budget through collaborative projects or external funding.
- e. **THAT** NPCA staff **REPORT** the results of discussions with municipal staff to the 2024 Q2 Finance Committee and Board of Directors meetings.
- f. **AND FURTHER THAT** a copy of the 2024 Draft Budgets and Municipal Levies **BE FORWARDED** to partner municipalities in advance of the October 20th, 2023, NPCA Board of Directors meeting and the weighted levy vote.

9. NEW BUSINESS

CAO Sharma reminded Committee Members of weighted vote on levy as per provision in Conservation Authorities Act Levy Regulation.
Municipal discussions on Service Level Agreements and Category 3 Cost Apportionment Agreements are progressing well.

10. CLOSED SESSION

11. ADJOURNMENT

The Finance Committee meeting adjourned at 9:56 a.m.

Donna Cridland
Committee Chair

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

PUBLIC ADVISORY COMMITTEE
250 Thorold Rd, Welland, ON
MEETING MINUTES

Thursday September 14, 2023
5:00 p.m.

MEMBERS PRESENT:

Lennie Aarts
Philip Beale
Tracy Boese
Lageera Chattheechan
David Cribbs
George McKibbin
Jonathan Musso
Naheed Qureshi
William Rapley
Albert Witteveen
David Wyllie

MEMBERS ABSENT:

Robert Foster, Committee Chair
Leslie Clarke
Cindilee Ecker-Flagg

STAFF PRESENT:

C. Sharma, C.A.O. / Secretary – Treasurer
J. Diamond, Manager, Watershed Monitoring and Reporting
N. Green, Manager, Climate Change & Special Programs
J. Sinibaldi, Manager, Strategic Business Planning and Public Relations
L. Lee-Yates, Director, Watershed Management
K. Royer, Coordinator, Community Outreach

Welcome from CAO Chandra Sharma, acting Chair and the meeting was called to order at 5:02 p.m.

1. OPENING WELCOME FROM TRACY BOESE

- Tracy Boese provided an opening statement.

2. APPROVAL OF THE AGENDA

Recommendation No. PAC-05-2023

Moved by Philip Beale

Seconded by George McKibbin

THAT the Public Advisory Committee agenda dated September 14, 2023 **BE RECEIVED.**
CARRIED

3. DECLARATIONS OF CONFLICT OF INTEREST

None.

4. Approval of the minutes

Public Advisory Committee minutes dated July 5, 2023.

Recommendation No. PAC-06-2023

Moved by Jonathon Musso

Seconded by Tracy Boese

THAT the Public Advisory Committee minutes dated July 5, 2023 **BE RECEIVED**.

5. CORRESPONDENCE

None.

6. PRESENTATIONS

- a) PowerPoint Presentation by Josh Diamond 2022 Annual Water Quality Report by Joshua Diamond, Manager, Watershed Monitoring and Reporting. J. Diamond spoke to this presentation.
- b) PowerPoint Presentation RE: Lyons Creek East Remediation Project by Natalie Green, Manager, Climate Change and Special Programs. N. Green provided comments.

Recommendation No. PAC-07-2023

Moved by Philip Beale

Seconded by Naheed Qureshi

THAT the PowerPoint Presentation RE: 2022 Annual Water Quality Report **BE RECEIVED**.

AND THAT the PowerPoint Presentation RE: Lyons Creek East Remediation Project by Natalie Green, Manager, Climate Change and Special Programs.by N. Green, **BE RECEIVED**.

CARRIED

7. DELEGATIONS

None

8. CONSENT ITEMS

None

9. DISCUSSION ITEMS

- a) Report No: PAC-02-23 RE: NPCA Public Consultation Guidelines. Facilitated by Jeffrey Sinibaldi, Manager, Strategic Business Planning and Public Relations. Jeffrey facilitated a discussion about current and future engagement and the development of NPCA Public Consultation Guidelines. Members provided feedback and input for consideration

Recommendation No. PAC-08-2023

Moved by George McKibbin

Seconded by David Wyllie

THAT Report No: PAC-02-23 RE: NPCA Public Consultation Guideline BE RECEIVED FOR INPUT

CARRIED

- b) Report No: PAC-03-23 RE: Volunteer Opportunities and Volunteer Appreciation Event. Kerry facilitated a discussion on current volunteer opportunities and the upcoming volunteer appreciation event to seek feedback on the appreciation gift, sustainability considerations and other elements of the event.

Recommendation No. PAC-09-2023

Moved by Len Aarts

Seconded by Willaim Rapley

THAT Report No: PAC-03-23 RE: NPCA Public Consultation Guideline BE RECEIVED FOR INPUT

CARRIED

- c) Roundtable Discussion: How do you want to be engaged?
- Sector-specific engagement options and opportunities were discussed.
 - Members provided insights on how to best engage with their organizations, groups and communities.

10. COMMITTEE REPORTS

None.

11. NEW BUSINESS

Members' Updates (Verbal) – Information / Issues / Items of Interest –

Members provided updates and information on items of interest to them.

11. ADJOURNMENT

The Public Advisory Committee meeting of September 14, 2023 was adjourned at 7:02 p.m.

Rob Foster
Public Advisory Committee Chair

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

Hybrid Governance Committee Minutes

Niagara Peninsula Conservation Authority

September 15, 2023, 11 a.m.

192 Sixth Avenue, Jordan, ON

MEMBERS PRESENT: R. Foster
S. Beattie
B. Clark
D. Cridland
M. Seaborn, Finance Committee Chair
P. O'Neill

MEMBERS ABSENT: J. Metcalfe

STAFF PRESENT: C. Sharma, Chief Administrative Officer / Secretary - Treasurer
A. Christie, Director Conservation Areas
D. Deluce, Senior Manager, Planning and Development
M. Ferrusi, Manager, People and Performance
E. Gervais, Manager, Corporate Support Services

ALSO PRESENT: Elizabeth Hill – Managing Partner, Pesce & Associates

Chair Seaborn called the meeting to order at 11:04 a.m.

1. APPROVAL OF AGENDA

Resolution No. GC-07-2023

Moved by Stew Beattie

Seconded by Donna Cridland

THAT the Governance Committee agenda dated Thursday, September 15, 2023
BE APPROVED as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPROVAL OF THE MINUTES

4.1 Minutes of the Governance Committee Meeting dated June 16, 2023

Resolution No. GC-08-2023

Moved by Robert Foster
Seconded by Patrick O'Neill

THAT the minutes of the Governance Committee meeting dated June 16, 2023 **BE APPROVED.**

CARRIED

5. CORRESPONDENCE

None.

6. DELEGATIONS

None.

7. CONSENT

7.1 Report No. GC-03-23 RE: Insurance Update- 2023

Resolution No. GC-09-2023

Moved by Donna Cridland
Seconded by Robert Foster

THAT Report No. GC-03-23 RE: Insurance Update- 2023 **BE APPROVED.**

CARRIED

8. DISCUSSION ITEMS

None.

9. NEW BUSINESS

9.1 Chair Rotation and Exemption Request

Chair Foster briefed the Committee regarding his verbal discussion with the Minister of Natural Resources and Forestry (MNRF) at the AMO Conference. Chair would like the Board to consider extension of his term for continuity on important NPCA initiatives currently underway. Discussion followed.

Resolution No. GC-10-2023

Moved by Donna Cridland
Seconded by John Metcalfe

THAT the CAO provide legislative background and options related to Chair rotation and exemption provisions after discussion with Conservation Ontario at the October 20, 2023 Full Authority Board Meeting.

CARRIED

9.2 Funding Land Acquisition

Chair Foster updated the committee regarding his discussion with the Minister of Natural Resources and Forestry (MNR) regarding land securement funding for conservation authorities. Discussion followed.

Resolution No. GC-10-2023

Moved by Donna Cridland

Seconded by John Metcalfe

THAT NPCA send correspondence to Minister of Natural Resources and Forestry requesting funding that CA's are able to access for land securement.

CARRIED

10. CLOSED SESSION

(Confidential Presentation by Pesce & Associates RE: Comprehensive Compensation Review & Assessment Update –will be circulated under separate cover.)

Resolution No. GC-11-2023

Moved by Patrick O'Neill

Seconded by Stew Beattie

THAT The Governance Committee **HEREBY PROCEEDS** into closed session at 11:46 a.m. for the purpose of discussion on matters related to Human Resources.

CARRIED

11. ADJOURNMENT

Governance Committee Meeting was adjourned at 12:27 p.m.