

**NIAGARA PENINSULA CONSERVATION AUTHORITY**  
**Board of Directors Meeting**  
**November 21, 2025, 10:00a.m.**  
**Carolinian Hall**  
**3350 Merrittville Hwy., Thorold ON**  
**AGENDA**

**CALL TO ORDER – ROLL CALL**

*The Niagara Peninsula watershed is situated within the traditional territory of the Haudenosaunee, Attiownderonk (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.*

**1. APPROVAL OF AGENDA**

**2. DECLARATIONS OF CONFLICT OF INTEREST**

**3. APPROVAL OF MINUTES**

**3.1. Minutes of the Full Authority Meeting dated, October 24, 2025**

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**3.2. Minutes of the Closed Session Full Authority Meeting, dated October 24, 2025 (distributed separately)**

**4. CHAIR'S UPDATE**

**5. CORRESPONDENCE**

**5.1. Correspondence from the Ministry of the Environment, Conservation and Parks dated November 7, 2025 RE: Consultation on the proposed boundaries for regional consolidation of Ontario's conservation authorities.**

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**6. PRESENTATIONS**

**6.1. Ball's Falls Thanksgiving Festival Recap**

Presented by Director, Conservation Areas, Adam Christie.

**6.2. Campground Operating Strategy**

Presented by Will Meneray, Canvas Strategy Consulting Group.

**6.3. Proposed Amendments to the *Conservation Authorities Act* to establish the Ontario Provincial Conservation Agency, and Proposed Boundaries for the Regional Consolidation of Ontario's Conservation Authorities**

Presented by CAO/Secretary-Treasurer, Leilani Lee-Yates.

## 7. DELEGATIONS

7.1. Niagara Peninsula Conservation Foundation – 2025 Directors’ Challenge  
Presented by Chair, Niagara Peninsula Conservation Foundation, Brett Harrington.

## 8. CONSENT ITEMS

8.1. Report No. FA-57-25 RE: Legislative amendments under the *Clean Water Act* pertaining to Source Protection (*distributed separately*)

## 9. DISCUSSION ITEMS

9.1. Report No. FA-54-25 RE: Coyle and Draper’s Creek Floodplain Mapping Page 10

9.2. Report No. FA-53-25 RE: NPCA Campground Analysis and Operating Strategy Page 16

9.3. Report No. FA-58-25 RE: 2026 Conservation Areas Fees Page 36

9.4. Report No. FA-52-25 RE: Board of Directors’ 2026 Meeting Schedule Page 44

9.5. Report No. FA-55-25 RE: Federal Program Changes – 2 Billion Trees (*distributed separately*)

9.6. Report No. FA-56-25 RE: Proposed Amendments to the *Conservation Authorities Act* to establish the Ontario Provincial Conservation Agency, and Proposed Boundaries for the Regional Consolidation of Ontario’s Conservation Authorities (*distributed separately*)

## 10. COMMITTEE REPORTS

## 11. MOTIONS

## 12. NOTICES OF MOTION

## 13. NEW BUSINESS

## 14. CLOSED SESSION

14.1. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or the local board (Confidential Appendix to Report No. FA-56-25: Potential Implications for Consideration pertaining to ERO #025-1257 *Proposed boundaries for the regional consolidation of Ontario’s conservation authorities – distributed separately*)

## 15. ADJOURNMENT

**NIAGARA PENINSULA CONSERVATION AUTHORITY**  
**Board of Directors Meeting Minutes**  
**October 24, 2025, 10:00a.m.**  
**Carolinian Hall**  
**3350 Merrittville Hwy., Thorold ON**

**MEMBERS PRESENT:** J. Metcalfe, Chair  
S. Beattie, Vice Chair  
B. Clark  
D. Cridland  
B. Grant  
P. O'Neill  
M. Seaborn  
M. Tadeson  
A. Witteveen

**MEMBERS ABSENT:** R. Foster

**STAFF PRESENT:** L. Lee-Yates, CAO/Secretary-Treasurer  
A. Christie, Director, Conservation Areas  
J. Culp, Manager, Compliance & Enforcement  
Z. Dadson, Manager, Grants & Project Coordination  
M. Davis, Manager, Office of the CAO & Board  
D. Deluce, Director, Planning & Development  
M. Ferrusi, Manager, People & Performance  
L. Gagnon, Director, Corporate Services  
N. Green, Director, Watershed Strategies & Climate Change  
S. Pfeifer, Investment & Donor Relations Officer, NPCF  
G. Shaule, Administrative Assistant

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**The meeting was called to order at 10:02 a.m.**

**1. APPROVAL OF AGENDA**

Resolution No. FA-101-2025

Moved by: Stew Beattie

Seconded by: Brian Grant

**THAT** the agenda for the Full Authority Board meeting held on October 24, 2025 **BE AMENDED** to address Item 9.1. immediately following Item 6.1.

**CARRIED**

**2. DECLARATIONS OF CONFLICT OF INTEREST**

None.

### 3. APPROVAL OF MINUTES

Resolution No. FA-102-2025

Moved by: Brian Grant

Seconded by: Donna Cridland

**THAT** the Minutes of the Full Authority Meeting and the Closed Session Minutes dated September 19, 2025 **BE APPROVED**.

**CARRIED**

### 4. CHAIR'S UPDATE

- Chair Metcalfe acknowledged the loss of an admirable public servant and strong advocate for conservation, Regional Chair Jim Bradley, whose dedication to the Niagara Region has made a significant impact on the community.
- Chair Metcalfe expressed gratitude to all the staff, Board Members, volunteers, and the Niagara Peninsula Conservation Foundation for their incredible work at the Ball's Falls Thanksgiving Festival earlier this month. The weather was on our side, and the grounds were full of engaged visitors from near and far.
- Chair Metcalfe yielded the floor CAO Lee-Yates, who recognized Kim Frolich for her dedicated service to NPCA and congratulated her for her recent retirement. CAO Lee-Yates also introduced NPCA's new Manager, Grant & Project Coordination, Zach Dadson.

### 5. CORRESPONDENCE

Resolution No. FA-103-2025

Moved by: Brad Clark

Seconded by: Albert Witteveen

**THAT** the following correspondence items **BE RECEIVED**:

**5.1.** Correspondence dated October 1, 2025 from the Niagara Region RE: 2026 Legislative Schedule of Regular Meetings; and

**5.2.** Correspondence dated October 8, 2025 from the City of Hamilton RE: 2026 Budget Directive.

**CARRIED**

### 6. PRESENTATIONS

#### **6.1. 2026 Draft Budgets and Municipal Levies**

CAO/Secretary-Treasurer, Leilani Lee-Yates, and Director, Corporate Services, Lise Gagnon, provided a presentation on the 2026 Draft Budgets and Municipal Levies.

Resolution No. FA-104-2025

Moved by: Stew Beattie

Seconded by: Brian Grant

**THAT** the 2026 Draft Budgets and Municipal Levies presentation **BE RECEIVED.**  
**CARRIED**

**9.1. Report No. FA-47-25 RE: 2026 Draft Budgets and Municipal Levies**

Chair Metcalfe noted that a weighted vote will be conducted in accordance with Ontario Regulation 402/22 under the *Conservation Authorities Act*.

Manager, Office of the CAO & Board, Melanie Davis, conducted a roll call and provided members present with the value of their weighted vote.

Resolution No. FA-105-2025

Moved by: Stew Beattie

Seconded by: Michelle Seaborn

**THAT** Report No. FA-47-25 RE: 2026 Draft Budgets and Municipal Levies **BE RECEIVED;**

**AND THAT** the 2026 Draft Budgets & Municipal Levies **BE APPROVED BY WEIGHTED LEVY VOTE** for discussion with municipal staff, in accordance with Board approved Budget Assumptions;

**AND THAT** the list of 2026 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2026 budget through collaborative projects or external funding;

**AND FURTHER THAT NPCA** staff **REPORT** the results of discussions with municipal staff to the 2026 Q2 Finance Committee and Board of Directors meetings.

**CARRIED UNANIMOUSLY**

**7. DELEGATIONS**

**7.1. NPCF – Call for Board of Directors’ Applications**

Sharon Pfeifer, Investor & Donor Relations Officer, NPCF provided a delegation regarding a Call for Board of Directors at the Niagara Peninsula Conservation Foundation.

Resolution No. FA-106-2025

Moved by: Mark Tadeson

Seconded by: Michelle Seaborn

**THAT** the delegation from Niagara Peninsula Conservation Foundation regarding a Call for Board of Directors’ Applications **BE RECEIVED.**

**CARRIED**

**8. CONSENT ITEMS**

**8.1. Report No. FA-49-25 RE: Compliance and Enforcement Q3 Statistics 2025**

Director, Planning & Development, David Deluce, provided a brief overview of the report.

Resolution No. FA-107-2025

Moved by: Stew Beattie

Seconded by: Brian Grant

**THAT** Item 8.1. Report No. FA-49-25 RE: Compliance and Enforcement Q3 Statistics 2025  
**BE RECEIVED.**

**CARRIED**

## **9. DISCUSSION ITEMS**

### **9.2. Report No. FA-48-25 RE: Financial Report – Q3 – 2025**

Director, Corporate Services, Lise Gagnon, provided a brief overview of the report.

Resolution No. FA-108-2025

Moved by: Donna Cridland

Seconded by: Stew Beattie

**THAT** Report FA-48-25 RE: Financial Report – Q3 – 2025 **BE RECEIVED** for information.

**CARRIED**

### **9.3. Report No. FA-50-25 RE: Agreement of Services between the Corporation of the Town of Lincoln and Niagara Peninsula Conservation Authority**

Resolution No. FA-109-2025

Moved by: Donna Cridland

Seconded by: Mark Tadeson

**THAT** Report No. FA-50-25 RE: Agreement of Services between the Corporation of the Town of Lincoln and Niagara Peninsula Conservation Authority **BE RECEIVED;**

**AND THAT** the Agreement of Services between Corporation of the Town of Lincoln and Niagara Peninsula Conservation Authority **BE APPROVED;**

**AND THAT** the CAO/Secretary – Treasurer and NPCA Chair **BE AUTHORIZED** to sign required documents to execute said agreement;

**AND FURTHER THAT** the final executed Agreement of Services between the Corporation of the Town of Lincoln and Niagara Peninsula Conservation Authority **BE MADE PUBLICLY AVAILABLE** on NPCA's website.

**CARRIED**

### **9.4. Report No. FA-51-25 RE: Agreement of Services between the Corporation of the Town of Fort Erie and Niagara Peninsula Conservation Authority**

Resolution No. FA-110-2025

Moved by: Brad Clark

Seconded by: Brian Grant

**THAT** Report No. FA-51-25 RE: Agreement of Services between the Corporation of the Town of Fort Erie and Niagara Peninsula Conservation Authority **BE RECEIVED**;

**AND THAT** the Agreement of Services between Corporation of the Town of Fort Erie and Niagara Peninsula Conservation Authority **BE APPROVED**;

**AND THAT** the CAO/Secretary – Treasurer and NPCA Chair **BE AUTHORIZED** to sign required documents to execute said agreement;

**AND FURTHER THAT** the final executed Agreement of Services between Corporation of the Town of Fort Erie and Niagara Peninsula Conservation Authority **BE MADE PUBLICLY AVAILABLE** on NPCA's website.

**CARRIED**

## **10. COMMITTEE REPORTS**

None.

## **11. MOTIONS**

None.

## **12. NOTICES OF MOTION**

None.

## **13. NEW BUSINESS**

None.

## **14. CLOSED SESSION**

**14.1. Litigation, or potential litigation, including matters before administrative tribunals, affecting the NPCA (Compliance & Enforcement – *verbal update*)**

Resolution No. FA-111-2025

Moved by: Stew Beattie

Seconded by: Mark Tadeson

**THAT** the Full Authority Meeting scheduled on October 24, 2025 **NOW** move into closed session at **10:59 a.m.**

**CARRIED**

Resolution No. FA-112-2025

Moved by: Stew Beattie

Seconded by: Mark Tadeson

**THAT** the Full Authority Meeting scheduled October 24, 2025 **RESUME** open session at **11:40 a.m.**

**CARRIED**

**15. ADJOURNMENT**

**Chair Metcalfe adjourned the meeting at 11:41 a.m.**

**From:** ca.office (MECP) <ca.office@ontario.ca>

**Sent:** Friday, November 7, 2025 3:55 PM

**To:** rchartrand@huroneast.com <rchartrand@huroneast.com>; pproderick@loyalist.ca <pproderick@loyalist.ca>; mhalpin@centralelgin.org <mhalpin@centralelgin.org>; bchapman@oshawa.ca <bchapman@oshawa.ca>; michael.palleschi@brampton.ca <michael.palleschi@brampton.ca>; s.pack@township.limerick.on.ca <s.pack@township.limerick.on.ca>; mallaire@amherstburg.ca <mallaire@amherstburg.ca>; vmink1@yahoo.ca <vmink1@yahoo.ca>; John.ChallinorII@milton.ca <John.ChallinorII@milton.ca>; ruhrig@meaford.ca <ruhrig@meaford.ca>; gsmallegange@burlingtonhydro.com <gsmallegange@burlingtonhydro.com>; Brad Clark <Brad.Clark@hamilton.ca>; pwarren@kawarthalakes.ca <pwarren@kawarthalakes.ca>; tnoble@centralelgin.org <tnoble@centralelgin.org>; clare.riepma@barrie.ca <clare.riepma@barrie.ca>; dblunt@shuniah.org <dblunt@shuniah.org>; dberes@tillsonburg.ca <dberes@tillsonburg.ca>; paul.tiessen@leamington.ca <paul.tiessen@leamington.ca>; gene.brahaney@trenthills.ca <gene.brahaney@trenthills.ca>; edmmcgugan@gmail.com <edmmcgugan@gmail.com>; jgtorlone@gmail.com <jgtorlone@gmail.com>; royfhuetl@gmail.com <royfhuetl@gmail.com>; J Metcalfe <jmetcalfe@npc.ca>; Member.SKaufman@ConservationSudbury.ca <Member.SKaufman@ConservationSudbury.ca>; lana.mitchell@northbay.ca <lana.mitchell@northbay.ca>; jscott@townofbwg.com <jscott@townofbwg.com>; michael.metcalfe@trenthills.ca <michael.metcalfe@trenthills.ca>; don.kuntze@quintwest.ca <don.kuntze@quintwest.ca>; bmcgillis@southstormont.ca <bmcgillis@southstormont.ca>; gwaterfield@perth.ca <gwaterfield@perth.ca>; deputymayor@westgrey.com <deputymayor@westgrey.com>; s.hollingsworth@cityssm.on.ca <s.hollingsworth@cityssm.on.ca>; sdensham@northstormont.ca <sdensham@northstormont.ca>; ggrimes@villageofpointedward.com <ggrimes@villageofpointedward.com>; councillor\_ainslie@toronto.ca <councillor\_ainslie@toronto.ca>; dtrentowsky@westperth.com <dtrentowsky@westperth.com>; dheinbuck@abca.ca <dheinbuck@abca.ca>; dellingwood@crca.ca <dellingwood@crca.ca>; generalmanager@catfishcreek.ca <generalmanager@catfishcreek.ca>; cdarling@cloca.com <cdarling@cloca.com>; terri.leroux@cvc.ca <terri.leroux@cvc.ca>; amanda.donald@crowevalley.com <amanda.donald@crowevalley.com>; tbyrne@erca.org <tbyrne@erca.org>; llaliberte@grca.on.ca <llaliberte@grca.on.ca>; slawson@grandriver.ca <slawson@grandriver.ca>; t.lanthier@greysauble.on.ca <t.lanthier@greysauble.on.ca>; csharma@hrca.on.ca <csharma@hrca.on.ca>; Lisa Burnside <Lisa.Burnside@conservationhamilton.ca>; mmajchrowski@kawarthaconservation.com <mmajchrowski@kawarthaconservation.com>; elizabeth@kettlecreekconservation.on.ca <elizabeth@kettlecreekconservation.on.ca>; r.baldwin@lsrca.on.ca <r.baldwin@lsrca.on.ca>; tammy@lakeheadca.com <tammy@lakeheadca.com>; jmaxwell@lprca.on.ca <jmaxwell@lprca.on.ca>; mark.peacock@ltvca.ca <mark.peacock@ltvca.ca>; Rhonda.bateman@ltc.on.ca <Rhonda.bateman@ltc.on.ca>; pbeard@mvca.on.ca <pbeard@mvca.on.ca>; David.Vallier@mattagamiregion.ca <David.Vallier@mattagamiregion.ca>; smcintyre@mvc.on.ca <smcintyre@mvc.on.ca>; Leilani Lee-Yates <lee-yates@npc.ca>; Carl.Jorgensen@ConservationSudbury.ca <Carl.Jorgensen@ConservationSudbury.ca>; rebecca.morrow@nbmca.ca <rebecca.morrow@nbmca.ca>; jvincent@nvca.on.ca <jvincent@nvca.on.ca>; jsmith <jsmith@otonabeeconservation.com>; bmcnevin@quinteconservation.ca <bmcnevin@quinteconservation.ca>;

alison.mcdonald@rrca.on.ca <alison.mcdonald@rrca.on.ca>; sommer.casgrain-robertson@rvca.ca <sommer.casgrain-robertson@rvca.ca>; e.downing@svca.on.ca <e.downing@svca.on.ca>; cbarrett@ssmrca.ca <cbarrett@ssmrca.ca>; cbickerdike@nation.on.ca <cbickerdike@nation.on.ca>; kphillips@scrca.on.ca <kphillips@scrca.on.ca>; jmackenzie@trca.on.ca <jmackenzie@trca.on.ca>; annettt@thamesriver.on.ca <annettt@thamesriver.on.ca>; 'acoleman@conservationontario.ca' <acoleman@conservationontario.ca>

**Cc:** ca.office (MECP) <ca.office@ontario.ca>

**Subject:** Consultation on the proposed boundaries for the regional consolidation of Ontario's conservation authorities

*\* This message is being sent on behalf of Chloe Stuart, Assistant Deputy Minister, Land and Water Division, MECP and Hassaan Basit, Chief Conservation Executive, MECP \**

Greetings,

We are writing to notify you of a policy proposal available for comment on the [Environmental Registry of Ontario](#) at posting #025-1257 which is part of the government's actions to improve conservation authorities.

We are seeking feedback on proposed boundaries for the consolidation Ontario's 36 conservation authorities into regional conservation authorities, and the criteria applied to inform the proposed boundaries. The policy proposal notice includes maps depicting the proposed boundaries for the regional conservation authorities and discussion questions relevant to the planning for the future state.

The province's decision on the number and configuration of regional conservation authorities will be finalized following further technical analysis and consideration of the feedback received during this consultation phase. The province is also planning to consult further, at a future date, on potential amendments to the *Conservation Authorities Act* and potential changes to regulations under the Act, to enable the consolidation of conservation authorities.

No changes are proposed to the overall extent of conservation authority jurisdiction within the province, and under consolidation, the new regional conservation authorities would remain independent organizations operating with municipal governance and oversight, in accordance with requirements under the *Conservation Authorities Act*, as administered by the Ministry of the Environment, Conservation and Parks.

In addition, the important work that conservation authorities do to protect people and property from the risks of flooding and other natural hazards will not change. Regional conservation authorities would continue to deliver provincially mandated programs. These include drinking water source protection under the *Clean Water Act*, managing development and other activities in areas at risk of natural hazards—such as floodplains, shorelines, watercourses, and wetlands—and providing flood forecasting and warning services. Conservation authorities would continue to manage their lands and recreational trails, providing Ontarians access to local natural areas and outdoor activities. Regional conservation authorities would also continue to be able to provide

additional municipal and other watershed programs and services set out under the *Conservation Authorities Act*. Existing conservation authority board members would continue to serve until the expiration of their terms next year, with changes to governance and structure to be initiated following municipal elections in October 2026.

This proposal is part of broader action that Ontario is proposing to take to improve the conservation authority system to reduce duplicative costs, free-up resources, and better align the work of conservation authorities with provincial priorities on housing, infrastructure, the economy and climate resilience. These actions include the creation of the Ontario Provincial Conservation Agency to provide centralized leadership and oversight of conservation authorities, proposed by the Government on November 6, 2025, in [Bill 68, Plan to Protect Ontario Act \(Budget Measures\), 2025](#).

To learn more about this proposal, a virtual information session for conservation authorities will be held on **Tuesday, November 18, 2025, at 10am**. To register for this session, please email [ca.office@ontario.ca](mailto:ca.office@ontario.ca).

The Environmental Registry comment period for posting #025-1257 will close at 11:59pm on December 22, 2025. Comments may be submitted through the Registry or by email to the conservation authorities section team at the Ministry of the Environment, Conservation and Parks, via [ca.office@ontario.ca](mailto:ca.office@ontario.ca).

Thank you,

Chloe Stuart  
ADM, Land and Water Division  
Ministry of the Environment, Conservation and Parks

Hassaan Basit  
Chief Conservation Executive  
Office of the Chief Conservation Executive



*Taking pride in strengthening Ontario, its places and its people*

**Please Note:** As part of providing [accessible customer service](#), please let me know if you have any accommodation needs or require communication supports or alternate formats.

**Report To: Board of Directors**

**Subject: Coyle and Draper's Creeks Floodplain Mapping Approval**

**Report No: FA-54-25**

**Date: November 21, 2025**

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**Recommendation:**

**THAT** Report No. FA-54-24 RE: Coyle and Draper's Creeks Floodplain Mapping Approval **BE RECEIVED**;

**AND THAT** the NPCA Board of Directors **APPROVE** the Coyle and Draper's Creeks Floodplain Mapping reports and associated floodplain maps for use in the implementation of the Ontario Regulation 41/24 and policies;

**AND THAT** the approved floodplain maps of Coyle and Draper's Creeks **BE MADE PUBLICLY AVAILABLE**;

**AND FURTHER THAT** Report No. FA-54-25 **BE CIRCULATED** to the City of Welland and the Town of Pelham for information.

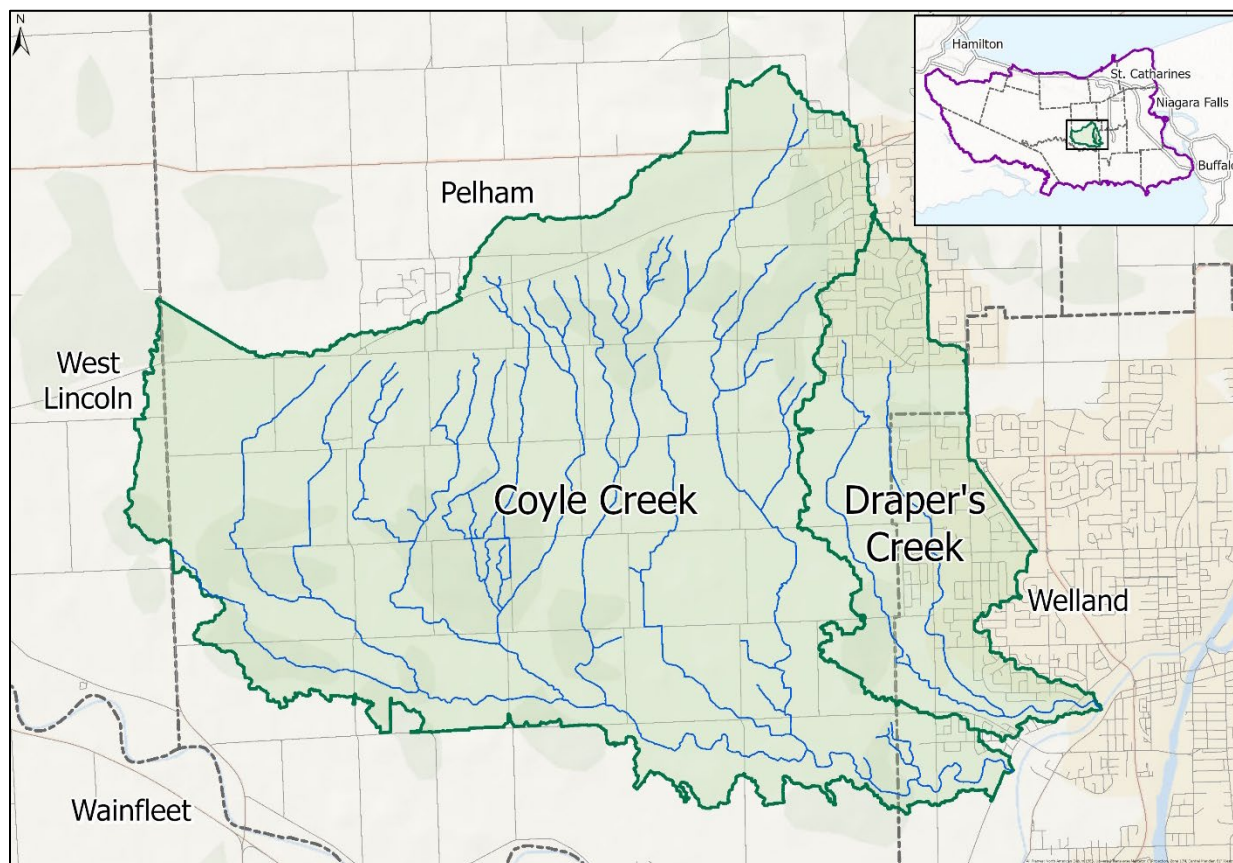
**Purpose:**

To obtain approval of the Coyle and Draper's Creeks Floodplain Mapping report and associated floodplain maps for use in the NPCA's implementation of Ontario Regulation 41/24 and Policies for Planning and Development in the Watersheds of the Niagara Peninsula Conservation Authority.

**Background:**

Under the *Conservation Authorities Act*, the NPCA is mandated to provide programs and services related to the risk of natural hazards. NPCA has a well-developed regulatory floodplain mapping program that aims to produce and maintain mapping and data to inform and manage development within flood risk areas. This exercise is an important step in safeguarding people and properties from natural hazards such as flooding and erosion.

Coyle and Draper's Creeks are significant tributaries to the Welland River with subwatershed areas of 41km<sup>2</sup> and 10km<sup>2</sup>, respectively. Coyle Creek predominantly drains the Town of Pelham with agriculture as the predominant land use. Draper's Creek is partially developed and drains areas of the Town of Pelham and the City of Welland. Refer to the Key Plan (Figure 1) which illustrates the location of the subwatershed areas.



**Figure 1.** Key Plan of Floodplain Mapping for Coyle and Draper's Creeks (shown in green outline).

Floodplain mapping for a seven-kilometre stretch of the main branch of Coyle Creek and a four-kilometre stretch of the main branch of Draper's Creek was last undertaken in 1976. The remainder of the subwatersheds have never been provided with floodplain mapping.

### **Discussion:**

NPCA retained Aquafor Beech Limited to undertake the work necessary to generate floodplain mapping for approximately 40km of Coyle Creek, 10km of Draper's Creek, and their tributaries using the latest computer technology, digital mapping, and climate data. Additionally, a robust public engagement campaign was carried out throughout the project to inform the community and obtain feedback. The outcome of this project is regulatory floodplain mapping that is accurate and technically supported to inform NPCA's implementation of *O. Reg. 41/24* and policies, which are intended to reduce the negative impacts of natural hazards including flooding on people and property.

## Floodplain Mapping

The Coyle and Draper's Creeks Floodplain Mapping project generated 1:100-year regulatory floodplain mapping for approximately 40km of Coyle Creek, 10km of Draper's Creek, and their tributaries.

The updated floodplain mapping along Coyle Creek was up to 1m higher than the 1976 mapping for the 7km of overlap. For Draper's Creek, the new mapping is between 0.5m and 1m lower than the 1976 mapping for the overlapping branch.

The floodplain mapping can be viewed online through the project 'Get Involved' webpage: <https://getinvolved.npca.ca/coyle-creek-drapers-creek-floodplain>.

## Impacted Buildings

It was determined that one hundred eight (108) buildings are affected by regulatory flooding in the Coyle and Draper's Creeks watersheds, including residential homes, barns, industrial structures, sheds, and garages. Most of these are in newly mapped areas. In previously mapped areas, twelve (12) buildings are newly identified as being within the floodplain and nine (9) buildings have been removed from the floodplain, resulting in a net increase of three (3) structures within the floodplain.

## Climate Change

The effects of climate change were also considered in this project. To better inform flood risk assessment and management at a local level, a climate change scenario was conducted by introducing the 200-year storm event onto the watersheds. This methodology is proposed by Natural Resources Canada under their 'Flood Hazard Identification and Mapping Program'.

The study determined that the additional 200-year storm flows resulted in twelve (12) additional buildings being affected by flooding, bringing the total number of impacted buildings to one hundred and twenty (120). The depth of flooding generally increased by 20-30 cm for the buildings already experiencing flooding during the 100-year storm event. Based on this analysis, it can be concluded that the Coyle and Draper's Creeks watersheds contain a reasonable degree of resiliency against the negative impacts of flooding as a result of a changing climate.

## Summary of Public Engagement

NPCA's process of undertaking rigorous public consultation before obtaining a resolution by the Board of Directors for adopting major floodplain mapping updates was endorsed by Conservation Ontario as a best management practice in their 'Procedure for Updating Section 28 Mapping' (April 2018).

A robust outreach and engagement plan was developed leveraging various methods and tools (e.g., 10,000 direct mailed postcards to people living within the Coyle and Draper's Creeks watersheds, a broad-reaching social media campaign, information posted on the [Get Involvement online engagement portal](#), and in-person meetings) to ensure that property owners and other interested parties were aware of the floodplain mapping project and any potential impact(s) to their property. Additionally, a key goal of the engagement process was to obtain input from property owners and the public to be incorporated into the technical process before draft floodplain maps are prepared.

Between April 2023 and August 2025, four (4) public meetings were held at the Meridian Community Centre in Fonthill, ON and Civic Square in Welland, ON at key project milestones (e.g., kickoff, overview of floodplain policies, and presentation of draft floodplain maps). Typically, only three (3) public meetings are held for a project of this nature. However, valid concerns were raised with respect to the draft mapping presented at the third meeting, so additional modeling and mapping was completed to refine the draft flood maps. This new mapping was presented at the fourth and final meeting, held in August 2025.

Each meeting included a formal presentation and facilitated question and answer period, followed by an informal session at the end of the meeting where participants could speak with technical experts from the project team. In total, over 75 people participated in the public information sessions. All presentation slide decks and associated reports are posted to the Get Involved project page for interested parties to review at their convenience.

A 30-day public commenting period was open from August 29 to September 28, 2025 providing another opportunity for people to review the proposed final mapping, ask questions, and submit feedback. The community was notified of this additional feedback opportunity through emails to past attendees of public meetings, emails to municipal officials, and a social media campaign. During this commenting period, additional concerns were raised with the mapping which led to some minor adjustments to be made to the proposed floodplain. As a result, an additional 30-day commenting period was held from October 21 to November 20, 2025. The same approach (i.e., direct emails and social media) was used to inform the community.

During the commenting periods, the Get Involved project page received over 1,000 visits from approximately 800 visitors that viewed or engaged with the content. Overall, the feedback received was focused on site/property specific questions, concerns about property tax implications, and concerns about fallen trees impeding water flow.

### **Financial Implications:**

There are no financial implications to implementing the updated flood mapping resulting from this project.

Funding for the Coyle and Draper's Creeks Flood Mapping Project was provided jointly by the NPCA capital budget and the federal Flood Hazard Identification and Mapping Program.

Funding from the Flood Hazard Identification and Mapping Program	\$ 71,212
NPCA capital budget funding	\$ 82,563
Total project cost (including non-recoverable tax)	\$ 153,774

**Links to Policy/Strategic Plan:**

Goal 1.1: Support evidence-based decision-making for climate-resilient watersheds and shorelines.

Goal 1.2: Protect people and properties from natural hazards and climate impacts.

**Related Reports and Appendices:**

Appendix 1: Changes to Existing Floodplain Mapping – Coyle and Draper’s Creek Floodplain Mapping Project

**Authored by:**

*Original Signed by:*

\_\_\_\_\_  
 Brendan Buggeln, P.Eng.  
 Manager, Natural Hazard Management and Resiliency

**Reviewed by:**

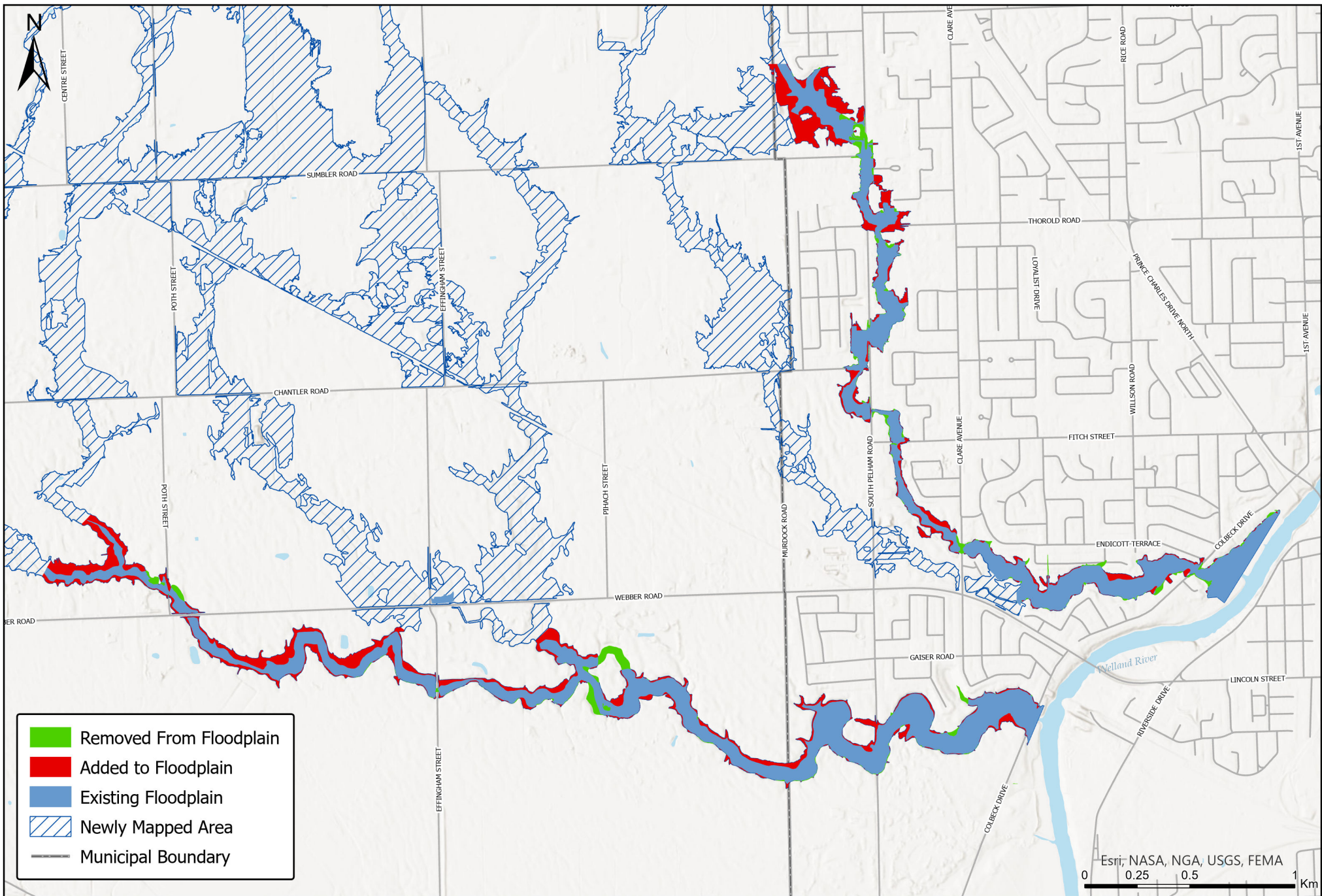
*Original Signed by:*

\_\_\_\_\_  
 Natalie Green, M.Sc., PMP  
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**Submitted by:**

*Original Signed by:*

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 Chief Administrative Officer/Secretary-Treasurer



## Appendix 1 - Changes to Existing Floodplain Mapping Coyle and Draper's Creek Floodplain Mapping Project

**Report To: Board of Directors**

**Subject: NPCA Campground Analysis and Operating Strategy**

**Report No: FA-53-25**

**Date: November 21, 2025**

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**Recommendation:**

**THAT** Report No. FA-53-25 regarding NPCA Campground Analysis and Operating Strategy **BE RECEIVED**;

**AND THAT** recommendations included in the NPCA Campground Analysis and Operating Strategy, as presented in Appendix 1, **BE ENDORSED**;

**AND THAT** recommendations included in the NPCA Campground Analysis and Operating Strategy be implemented through operating strategies and annual budget processes, seeking Board direction as required.

**Purpose:**

The purpose of this report is to update the Board of Directors on a NPCA Campground Analysis and Operating Strategy completed by Canvas Strategy Consulting Group and seek Board endorsement of the proposed recommendations.

**Background:**

Niagara Peninsula Conservation Authority owns and operates two campgrounds in Niagara that provide a variety of recreational services, including seasonal and transient camping. Long Beach Conservation Area, located in Wainfleet, Ontario, features 205 campsites divided into two sections by Lakeshore Road. On the North Side, there are 47 serviced sites with 30-amp power and 22 non-serviced sites. The South Side, also referred to as the Lakeside section, includes 83 serviced sites with 30-amp power, 25 serviced sites with 15-amp power, and 11 non-serviced sites. Additionally, the South Side features 19 extra 30-amp serviced sites along the "Ridge," the most desirable area overlooking Lake Erie. Of the total sites, 145 are designated as seasonal, with 48 sites available for transient or overnight bookings.

Chippawa Creek Conservation Area, also situated in Wainfleet, along the Welland River features Dils Lake, a man-made reservoir ideal for swimming, paddling, and fishing. The campground offers 45 non-serviced sites, 70 serviced sites with 15-amp power, and 40

serviced sites with 30-amp power. Of the 155 sites, 98 serviced sites are allocated for seasonal use, with 58 sites available for transient camping.

## **Discussion:**

Camping has experienced a significant surge in popularity over the past decade, becoming one of Ontario's most sought after recreational activities. This growth has been driven by factors such as post-pandemic lifestyle shifts, where COVID-19 restrictions encouraged Canadians to seek safe, affordable outdoor experiences. In 2022, approximately 500,000 Canadian households camped for the first time, and by 2023, over 6.3 million households participated in camping which is an increase of 29% compared to 2019. Ontario represents a substantial share of this trend, with 18% of residents identifying as campers.

Nationally, Canada's camping market is projected to reach \$317.6 million by 2025, with an annual growth rate of 7.83% through 2030. NPCA has mirrored this momentum, with campground revenues rising by \$170,000 (16%) since 2021 and growing waitlists of 30–60 for seasonal sites at each location annually. This reflects both the industry's expansion and the increasing demand for NPCA's offerings.

To capitalize on the growing demand for NPCA's campgrounds, the NPCA contracted Canvas Strategy Consulting Group to complete an analysis and operating strategy to support NPCA's campgrounds. The project included a study of the financial, operational and strategic performance. The work consisted of four components:

- Performance Analysis – A review of internal data, including financials, occupancy rates, and operational metrics, as well as benchmarking against comparable public and private campgrounds.
- Customer Insights – Analysis of existing survey data from seasonal campers, to understand camper preferences and satisfaction.
- Peer Benchmarking – A comparison between NPCA campgrounds and peers to understand its positioning and opportunities to incorporate sector best practices.
- Trend Research – A review of major sector and regional trends and their potential impact on the future trajectory of NPCA campgrounds.

The results of the analyses culminated in a series of options for NPCA campground offerings, including pricing, services provided, and campground user mix (transient vs seasonal). These options were assessed against four overarching objectives identified by NPCA staff:

1. Fiscal Responsibility: Options were evaluated to ensure prudent financial management, maximizing value for NPCA investments and minimizing financial risks to the organization over time.

2. Community Needs: Choices reflected a commitment to serving diverse users by responding to community expectations, ensuring accessibility, and fostering inclusiveness through engagement with interested parties.
3. Future Readiness: Options were assessed for their ability to anticipate and adapt to changing visitor needs, demographics, and environmental factors, ensuring resilience and long-term success.
4. Competitive Parity: Decisions aimed to meet or exceed industry standards by benchmarking against peers, ensuring NPCA campgrounds remain attractive in a competitive regional market.

The results of these analyses culminated in a series of key findings and recommendations included in the final report (Appendix 1). Below summarizes some of the key highlights and recommendations.

### Electrical Servicing

The study found that most amenities and services offered at NPCA's campgrounds are rated positively by seasonal campers. NPCA's core offerings are generally in line with peer organizations, but the absence of luxury amenities, such as cabins, Wi-Fi, and sewage hookups, places NPCA at a competitive disadvantage compared to private operators, especially as demand for "glamping" and enhanced services grows.

Electrical servicing emerged as a key factor in site performance, with unserviced transient sites showing notably lower utilization rates. The report recommends upgrading all transient sites to be serviced to improve utilization and revenue, with a further recommendation to consider upgrading all sites to 30AMP if capital cost differences are minimal, thereby future proofing NPCA's offerings.

### Competitive Rates

On pricing, the analysis revealed that both seasonal and transient fees have increased at a rate exceeding inflation, with NPCA's transient fees higher than those of other conservation authorities, while seasonal fees were found to be slightly lower. NPCA seasonal fees are near the middle of the peer range being lower than Toronto and Region Conservation Authority (TRCA) and Hamilton Conservation Authority (HCA), but similar or slightly higher than Long Point Region Conservation Authority (LPRCA) and Grand River Conservation Authority (GRCA).

The study recommends a modest increase of seasonal pricing by 5%, reflecting NPCAs positioning at the low to mid-end of the peer range. As for transient camping, the study recommends decreasing or freezing rates, which are presently priced as a premium relative to most peers. It is further recommended to continue to evaluate rates when the feasibility of servicing upgrades has been determined.

## Seasonal and Transient Site Ratio

It is recognized that seasonal bookings provide stability for NPCA campgrounds, supported by a strong and consistent waitlist. However, it also identifies demographic risks, as the seasonal camper base is largely older and locally concentrated. To address these concerns and ensure long-term sustainability, the report recommends adjusting the site allocation to create a more balanced mix of users. Specifically, it is recommended that campgrounds implement a 60% seasonal and 40% transient site ratio.

Currently, Long Beach offers 75% seasonal and 25% transient sites, while Chippawa offers 65% seasonal and 35% transient sites. Adjusting the site ratio is intended to diversify the user base, improve public accessibility, and maximize the overall value and utilization of the camp sites.

The study examined various models for managing seasonal camping across Canada and the United States. It concluded that only a limited number of distinct approaches exist for site allocation, primarily on a first-come, first-served basis or through a lottery system. In addition, the study reviewed practices from comparable recreational services with seasonal and repeat customers, such as marinas and ski lodges. The findings recommend that, as the balance between seasonal and transient sites evolves, NPCA should reassess its booking policies to ensure alignment with best practices and customer needs.

## Next Steps

To ensure successful execution of the recommendations, the report promotes a phased implementation approach that balances investment with flexibility and ongoing evaluation. In the short term, priority will be given to the feasibility of upgrading unserved transient sites to improve utilization and revenue, alongside adjustments to seasonal pricing while maintaining flat transient rates. These recommendations have been incorporated into the proposed 2026 Conservation Areas Fees as shown in Report No. FA-51-25, which recommends a 4.5% increase to seasonal camping fees to better align with market conditions, while maintaining the current transient camping rates to remain competitive.

The medium term will focus on monitoring booking patterns for upgraded sites, refining servicing and pricing strategies, and continuing gradual site mix rebalancing through natural seasonal attrition.

In the long term, it is recommended that as the mix of seasonal and transient sites changes over time, NPCA should periodically review its booking policies. It is further recommended that NPCA introduce programming traditionally associated with transient-focused campgrounds or private operators, including luxury camping (glamping), off-season camping, and other innovative offerings to diversify and enhance visitor experiences.

## **Financial Implications:**

The short-term recommendations of the report that have financial implications have been proposed within the 2026 Conservation Area Fees and have also been reflected within the 2026 NPCA operating budget. Medium to Longer term recommendations will continue to be assessed through asset management capital planning and implemented through future operating strategies and Capital projects.

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

Goal 3.1 – Create equitable access to greenspace for the health and well-being of people  
Goal 6.1 – Ensure responsible, sustainable, and sound fiscal practices  
Goal 6.2 – Optimize self-generating revenue using innovative approaches

## **Related Reports and Appendices:**

Appendix 1: NPCA Campground Analysis and Operating Strategy

## **Authored by:**

*Original Signed by:*

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Adam Christie  
Director, Conservation Areas

## **Submitted by:**

*Original Signed by:*

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Leilani Lee-Yates BES, MSPL.RPD, MCIP, RPP  
CAO/Secretary-Treasurer

# Niagara Peninsula Conservation Authority: Campground Study

Prepared by **CANVAS**  
strategy consulting group



# Background

Niagara Peninsula Conservation Authority's campgrounds play an important role in the organization's mission. They have been not only important recreational assets for the community and unique opportunities to experience the region's natural heritage, but their financial performance has been an important contributor to NPCA's stability and longevity as well.

To ensure that Chippawa Creek and Long Beach campgrounds could continue to play this role – and identify opportunities for them to further NPCAs mission – this study of the financial, operational, and strategic performance was launched in Summer 2025. The work consisted of four components:

- A. **Performance Analysis (Annex A)** – A review of internal data, including financials, occupancy rates, and operational metrics, as well as benchmarking against comparable public and private campgrounds.
- B. **Customer Insights (Annex B)** – Analysis of existing survey data from seasonal campers, to understand camper preferences and satisfaction.
- C. **Peer Benchmarking (Annex C)** – A comparison between NPCA campgrounds and peers to understand its positioning and opportunities to incorporate sector best practices
- D. **Trend Research (Annex D)** – review of major sector and regional trends and their potential impact on the future trajectory of NPCA campgrounds

The results of these analyses culminated in a series of options for key aspects of NPCA campground offerings, including pricing, servicing, and user mix. These options were assessed against four overarching objectives identified by NPCA staff:

- 1. **Fiscal Responsibility:** Options were evaluated to ensure prudent financial management, maximizing value for NPCA investments and minimizing financial risks to the organization over time
- 2. **Community Needs:** Choices reflected a commitment to serving diverse users by responding to community expectations, ensuring accessibility, and fostering inclusiveness through stakeholder engagement.
- 3. **Future Readiness:** Options were assessed for their ability to anticipate and adapt to changing visitor needs, demographics, and environmental factors, ensuring resilience and long-term success.
- 4. **Competitive Parity:** Decisions aimed to meet or exceed industry standards by benchmarking against peers, ensuring NPCA campgrounds remain attractive in a competitive regional market.

The results of these analyses culminated in a series of recommendations and proposed implementation plan that are included at the end of this report.

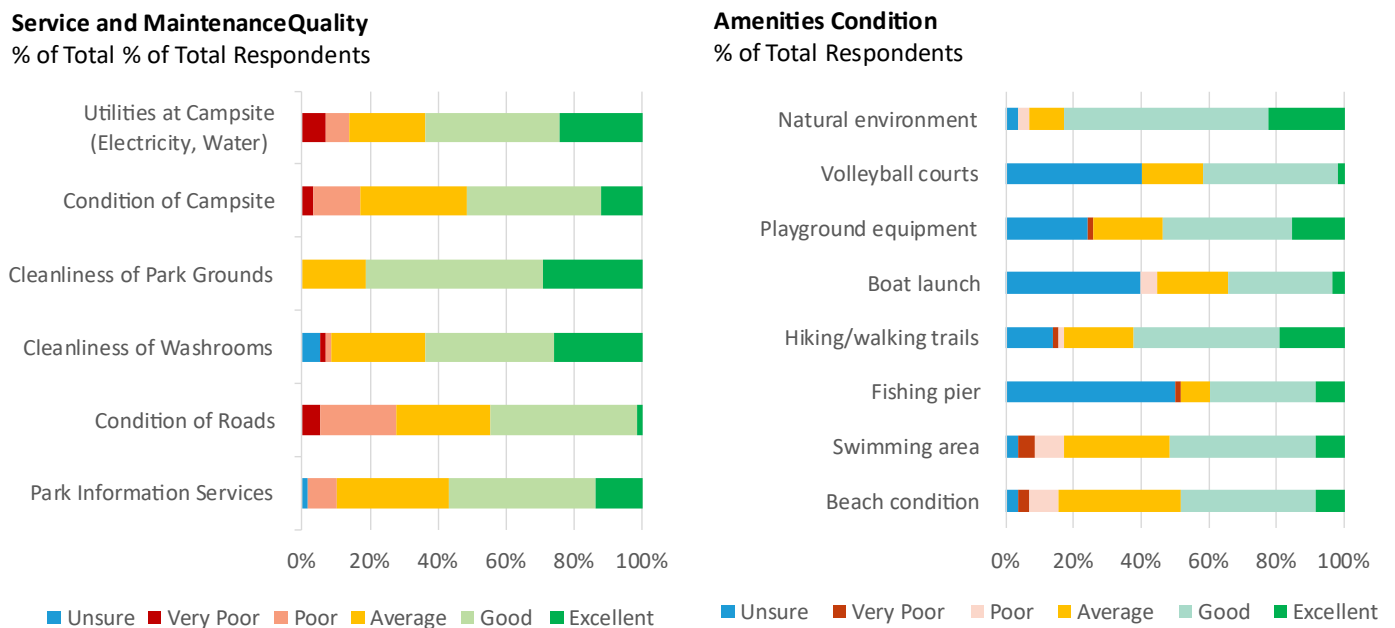
# Key Findings

## Servicing

In general, user feedback suggested relatively positive view of service and amenity quality on NPCA campgrounds. Per Figure 1 below, nearly all services and amenities were rated in “good” or “excellent” condition, with only swimming and beach areas generating more mixed – though still positive – results.

Notably, a material portion of respondents indicated they were “unsure” about conditions of various amenities on-site. While some relate to specialized activities that require specific equipment – such as the boat launch or fishing pier – others are more age dependent – such as playground equipment. This may reflect the older age of seasonal campers responding to the survey; the importance of and views on these amenities may change if the NPCAs target audience does as well.

**Figure 1 – Views on Service and Amenity Condition for 2024 Season**  
(Note: Seasonal Campers Only)



Per Figure 2, compared to peers, NPCA generally had similar types of core services available. Where there were gaps, they were generally covered by other features – such as NPCAs lack of pools / spas being mitigated by its beach access. Only sewage hookups represented a potential gap available from some operators and highlighted in survey responses but not available from NPCA.

However, the benchmarking also reinforces the expected gap to private operators in terms of luxury amenities. Nearly all private operators included offered premium locations, cabins / yurts, and other features such as wifi connectivity whereas few conservation authority campgrounds do. This observation is particularly important in light of the growing interest in luxury camping (“glamping”) that was noted as part of the study, an opportunity which private operators are best positioned to capture.

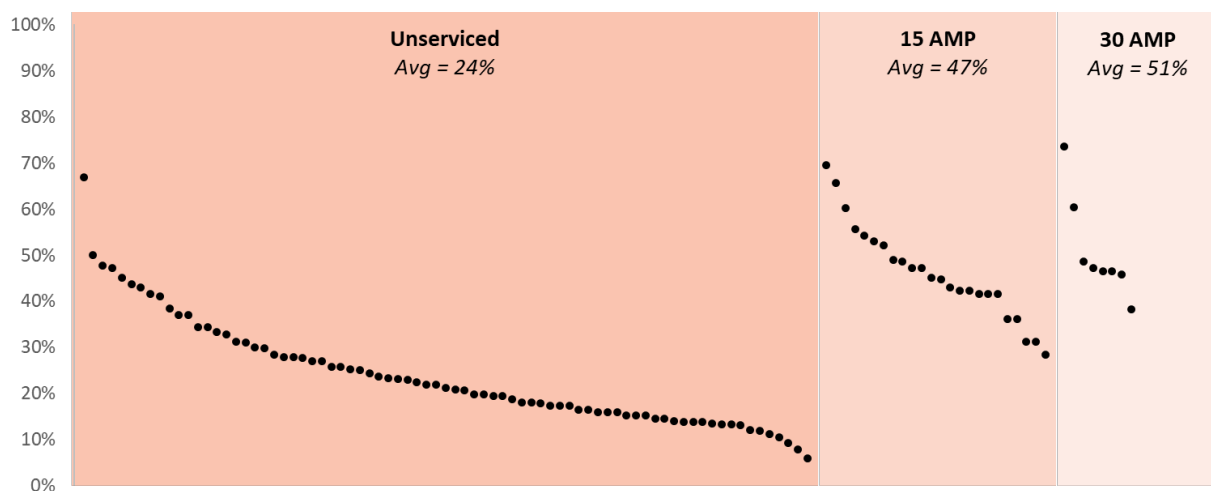
**Figure 2 – Comparison of Services Offered by Campground**

AMENITIES	Long Beach	Chippawa	Albion Hills	Indian Line	Rattlesnake Pt	Valens Lake	Fifty Point	Deer Creek	Backus	Pinehurst	Rockpoint	Selkirk	Turkey Point	Long Point	Pinery Point	Rondeau	Port Burwell	Sherkston	Pleasant Beach	Campark	NET Camping	Bissell's Hide.	Shangri la	Jellystone	KOA
<b>Recreation</b>																									
Hiking Trails	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	×	✓	✓	✓	✓	✓
Picnic Pavilions	✓	✓	✓	×	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	×	✓	×	✓	✓	✓	✓
Pools / Splash Pads	×	×	✓	×	×	×	×	×	✓	×	×	×	×	×	×	×	×	✓	✓	✓	✓	✓	✓	✓	✓
Beach Access	✓	✓	×	✓	×	✓	✓	✓	×	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	×	×	×	×	×	×
<b>Rental Upgrades</b>																									
Cabins / Yurts	×	×	✓	×	×	✓	×	×	✓	×	×	×	×	×	✓	×	×	✓	✓	✓	✓	✓	✓	✓	✓
Premium Locations	✓	✓	×	×	×	×	✓	×	×	×	×	×	×	✓	✓	×	×	✓	×	✓	×	✓	✓	✓	✓
<b>Other Amenities</b>																									
Wifi	×	×	×	✓	×	×	×	×	×	×	×	×	×	×	×	×	×	✓	×	✓	✓	✓	✓	✓	✓
Sewage Hookups	×	×	×	✓	×	×	×	×	✓	×	×	×	×	×	×	×	×	✓	×	✓	×	✓	✓	✓	✓

Within servicing, electrical access on site emerged as a key determinant of performance – particularly for transient sites where utilization can be a challenge. As shown in Figure 3, all of the lowest performance transient sites across both campgrounds were un-serviced – pointing to a smaller demand for this type of camping. This finding is consistent with observations from the peer benchmarking – where many peer campsites have already upgraded many or all of their sites to incorporate some level of servicing. Similar investments to Chippawa Creek and Long Beach may not only be a method to improve performance but also keep pace with others.

If the case for adding servicing to campsites was clear, the appropriate level of servicing to target was less so. The relatively small differences historically in site usage between 15AMP and 30AMP sites suggests that in the near term relatively limited improvement in utilization rates may be achieved simply by upgrading to 30AMP service. However, the growing trend towards more luxury forms of camping and the expanding roster of electrical appliances used by many campers suggests that the need for future upgrades may be unavoidable.

**Figure 3 – Percentage Utilization of Transient Sites by Servicing Level**  
 (Note: each marker = 1 site)

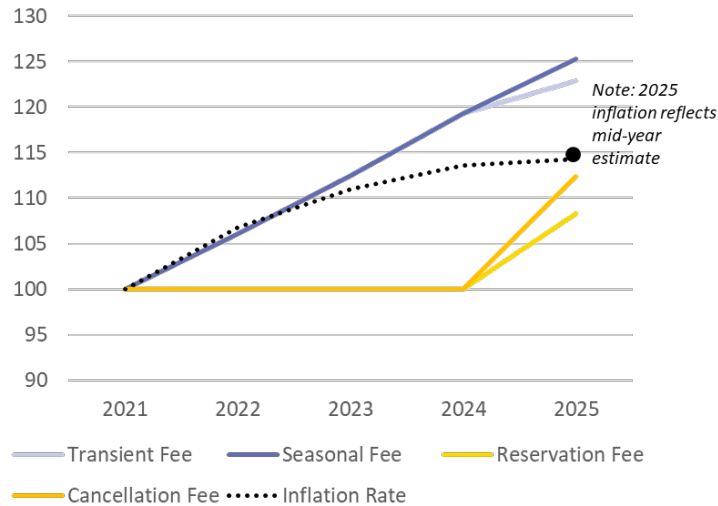


## Pricing

The assessment of pricing focused exclusively on seasonal and overnight fees given the ease of comparability with other campgrounds and the fact they account for 85-90% of total revenues for Chippawa Creek and Long Beach. While there may be room for modifications to other prices, their effects were deemed to be marginal.

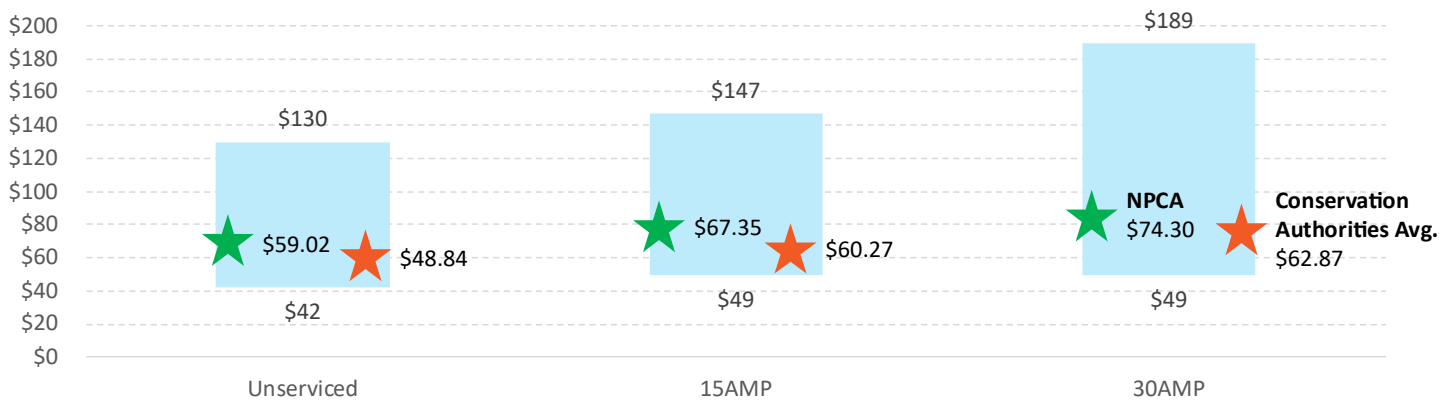
As context, both seasonal and transient fees have steadily risen in recent years at ~5% per year. In part, this has been driven by the findings of a 2021 Watson & Associates fee review – which provided a method to more accurately price NPCA services according to their true underlying costs. However, as a result of increases growth in fees have outpaced the rate of inflation – particularly in 2024 and 2025 as the pandemic-era inflation rates subsided. As a result, there may be resistance or attrition from users from further increases.

**Figure 4 – Historical Pricing Relative to Inflation (Index = 100 in 2021)**



While NPCA fees are within the broad price range for peer campgrounds, when compared to their most direct comparable – i.e., other conservation authorities – they positioning is more nuanced. For example, as shown in Figure 5, NPCA fees are generally higher for transient sites than other conservation areas, particularly for un-serviced sites.

**Figure 5 – 2025 Transient Overnight Pricing + HST (excl. Sewage)**



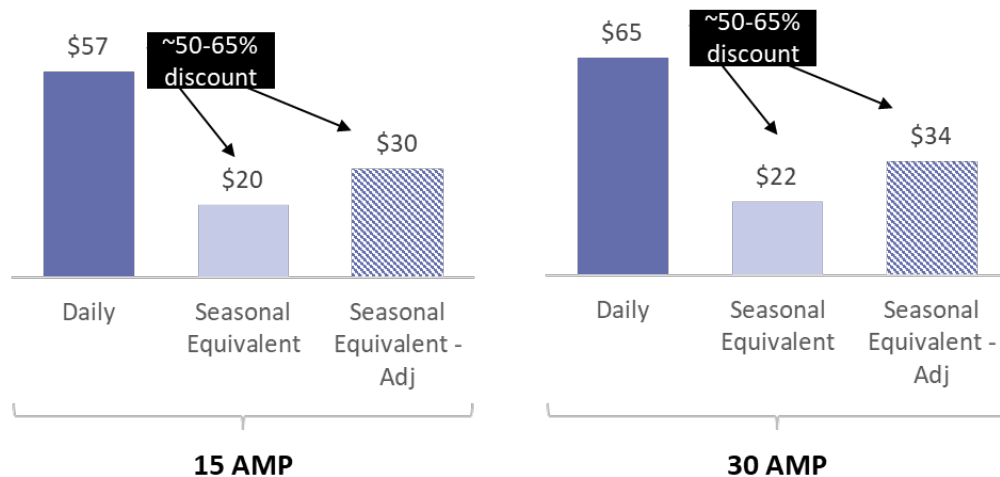
Fewer campgrounds offer seasonal packages. Relative to those that do, per Figure 6, NPCA seasonal fees are near the middle of the peer range: lower than TRCA and HCA, but similar or slightly higher than LPRCA and GRCA.

**Figure 6 – 2025 Seasonal Pricing (excl. HST)**

Authority	Campground	On-Site Sewage	15AMP	30AMP
NPCA	Long Beach	No	\$2,938	\$3,357
	Chippawa Creek			
TRCA	Albion Hills	No	\$3,912	
	Indian Line	No	\$4,537	
HCA	Fifty Point	Yes	-	\$5,900
LPRCA	Deer Creek +	No	\$2,497	\$2,847
	Backus Heritage	Yes	\$3,023	\$3,329
GRCA	Pinehurst Lake	No	\$2,901	

Similar to other campgrounds, seasonal campers receive a discount under NPCA's current pricing. Figure 7 adjusts the seasonal pricing to an equivalent daily price – first based on the total number of bookable days in season, and then by the typical days used by seasonal campers (i.e., Thursday → Sunday). The results highlight that on a per day basis seasonal campers receive a 50-65% discount relative to transients.

**Figure 7 – Transient Pricing vs. Equivalent Seasonal Pricing (2025 Rates)**



### User Mix

Returning customers are a crucial part of the business model for most campgrounds as they represent a stable source of revenue from which to make investments and plan future years. This is particularly true in NPCA's case where, per Figure 8, revenues from seasonal renters have represented ~95-100% of expenses in recent years. This leaves fees from transient fees to cover any capital expenditures or substantial year-to-year fluctuations that NPCA may experience.

**Figure 8 – Seasonal Camping Breaking-Even on Costs**



Per Figure 9, nearly all peers to NPCA have seasonal or repeat customer offerings. Only Ontario Parks sites and some conservation areas do not appear to offer similar programs – likely owing to unique aspects of their public service mandate. Though limited information was available on the specific allocation for peers, examples that were available – such as Albion Hills and NET Camping indicated ~70% of sites were allocated to seasonals – a similar ratio to NPCA sites. In NPCA’s case, it likely could offer more sites as seasonal rentals if desired, as demonstrated by its waitlist of ~30 campers prior to the start of the 2025 season.

**Figure 9 – Returning Customer Programs by Campground**

	Campground	Seasonal Packages	Dedicated Sites	Repeat User Perks
Conservation Authorities	Long Beach	Yes	Yes	Yes
	Chippawa Creek	Yes	Yes	Yes
	Albion Hills	Yes	Yes	Yes
	Indian Line	Yes	Yes	Yes
	Rattlesnake Point	No	No	Yes
	Valens Lake	No	No	Yes
	Fifty Point	No	Yes	Yes
	Deer Creek	Yes	Yes	No
	Backus Heritage	Yes	Yes	No
	Pinehurst Lake	Yes	Yes	No
Provincial Parks	Rock Point	No	No	No
	Selkirk			
	Turkey Point			
	Long Point			
	Pinery			
	Rondeau			
Port Burwell				
Private Operators	Sherkston Shores	Yes	Yes	No
	Pleasant Beach	Yes	Yes	No
	Campark Resorts	Yes	Yes	No
	NET Camping	Yes	Yes	No
	Bissell’s Hideaway	Yes	Yes	No
	Shangri-La	Yes	Yes	Yes
	Jellystone Niagara	No	No	Yes
	KOA Niagara	No	No	Yes

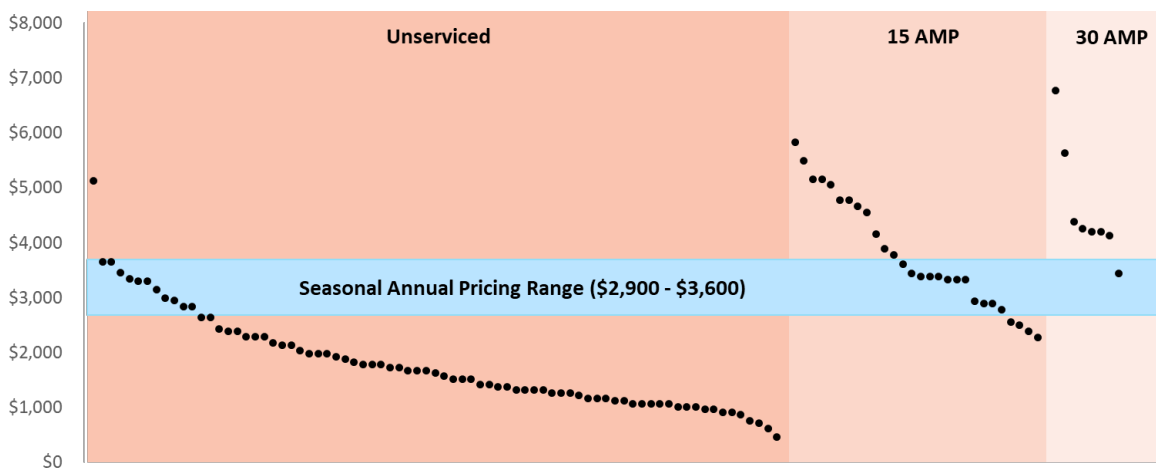
There are relatively few distinct models for managing seasonal camping waitlists in both Canada and the US. All the examples identified allocated sites on either a first-come, first-serve basis or through a lottery system – whereby all waitlist participants would enter a draw for an equal shot at new sites as they become available. Looking outside of campgrounds however to other recreational amenities with seasonal / return customers – such as marinas, ski lodges, and others – there are a few other approaches available.

**Figure 10 – Seasonal Site Allocation Models**

Model	Description	Pro	Con
<b>Open Lotteries</b>	All waitlist participants enter lottery for sites annually, not just for new sites	<ul style="list-style-type: none"> <li>✓ Ensures equitable access and opportunities for booking</li> <li>✓ One-time annual process; doesn't require ongoing management</li> </ul>	<ul style="list-style-type: none"> <li>× Unpredictable for end users; can be difficult to plan</li> <li>× Large annual effort to reallocate sites</li> </ul>
<b>Tenure Caps</b>	Sites have a maximum time allotted to them before individuals go to the general waitlist	<ul style="list-style-type: none"> <li>✓ Forces some turnover to allow for new users</li> <li>✓ Still creates some continuity year-to-year</li> </ul>	<ul style="list-style-type: none"> <li>× Can lose longstanding booking users</li> <li>× Unclear when the “clock” should start when implementing (i.e., based on years to date, or start new)</li> </ul>
<b>Use Priority</b>	Sites are prioritized based on type of user (e.g., membership, ancillary services purchased, size or type of group)	<ul style="list-style-type: none"> <li>✓ Helps with targeting of specific underserved or high priority groups</li> <li>✓ Can allow for cross-selling other services / memberships</li> </ul>	<ul style="list-style-type: none"> <li>× Process can be criticized in terms of which groups receive priority</li> <li>× Requires punitive measures if users no longer meet criteria (e.g., cancelled memberships)</li> </ul>

Attracting seasonal bookings typically requires more than offering greater convenience and flexibility to users through uninterrupted access to their sites. As discussed in the previous section on pricing, discounts on the per day fee are an important component – in NPCAs case representing 50-65% decrease from transient rates. However, the impact is that many transient sites – particularly serviced ones –generate more revenue than seasonal ones – even when accounting for their lower utilization rates. This dynamic is shown in Figure 11.

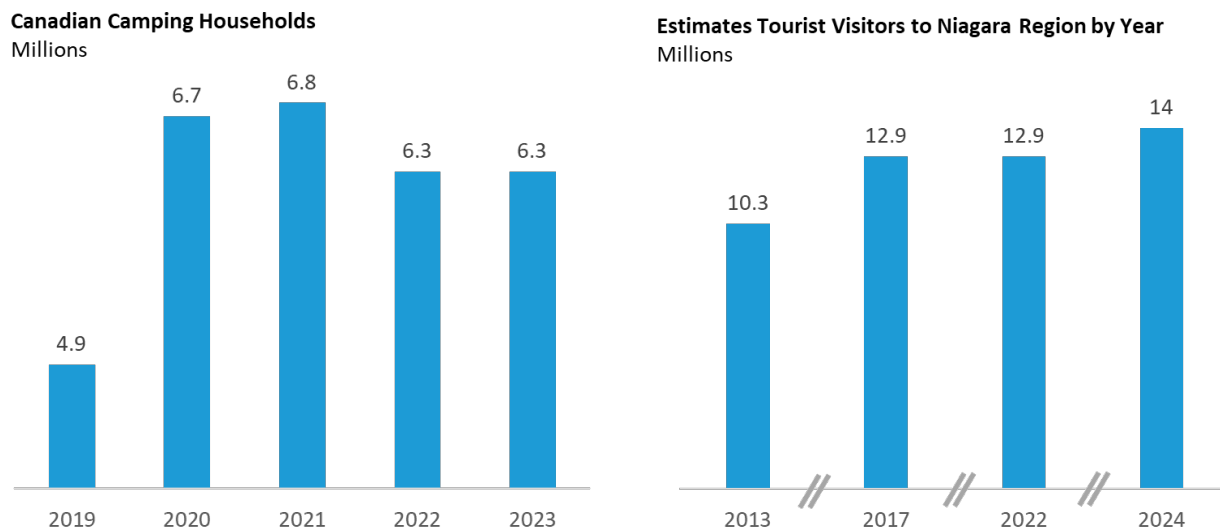
**Figure 11 – Annual Revenue per Transient Site by Servicing Level (2024)**



This trade-off is often made as a way to mitigate risk from over-reliance on transient campers. In periods when camping is less popular, transient camping can fluctuate substantially season-to-season creating volatility in revenues and complicating decisions around staffing or capital investments.

However, many recent trends point to strong, stable demand for camping. Though the substantial surge in camping demand in 2020 was driven by the COVID-19-pandemic, even as the restrictions subsided demand has remained strong. Figure 12 shows that despite a slight retreat in 2022, camping use has stabilized in Canada. This is occurring at the same time as overall tourism in the Niagara Region continues to grow. While this does not directly implicate NPCA campsites, it aids marketing and exposure and creates potential certain experience well-suited to transient campers (e.g., day trips).

**Figure 12 – Stabilizing Levels of Camp Users and Tourist Visitors**

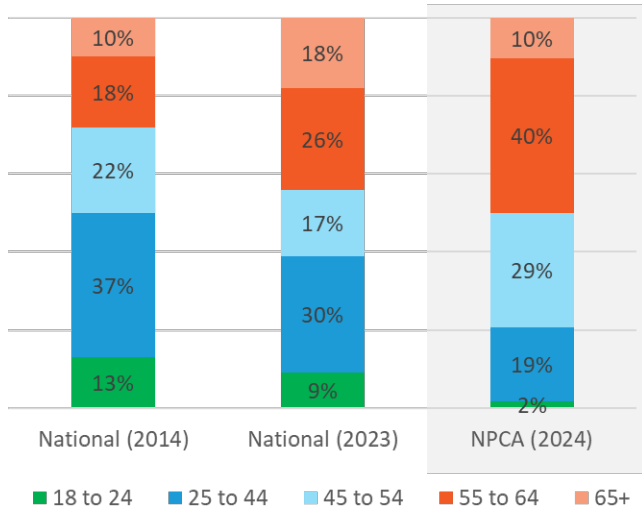


At the same time that trends seem to be suggesting risks from transient campers are decreasing, an inspection of demographics of NPCAs existing seasonal campers highlights emerging ones. For example, as shown in Figure 13, NPCA campers are generally substantially older than national averages – highlighting a risk that at some point in the future these loyal, existing users may not be able to use NPCA campgrounds.

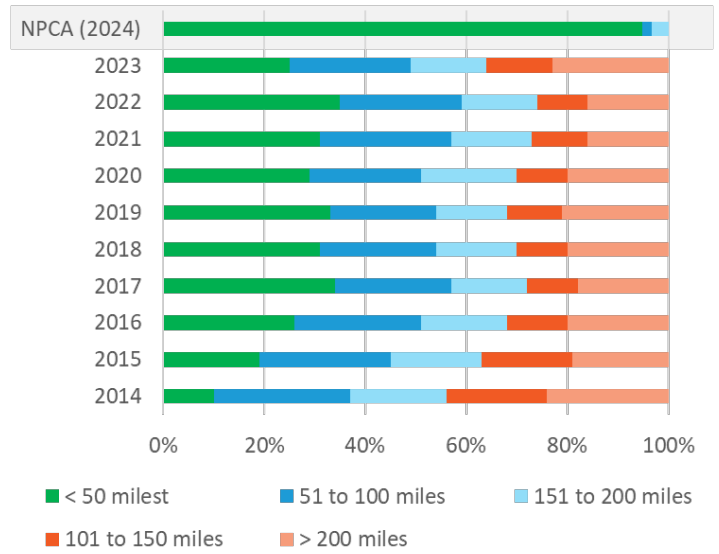
Similarly, unlike national statistics which highlight campers typically traveling a range of distances to their chosen sites, seasonal campers are almost exclusively concentrated in the immediate area. While this is to be expected given the impracticality of traveling long distances to repeatedly use a site, the geographic concentration poses some risks – for example, if there is a downturn in the local economy of Niagara Region.

**Figure 13 – Demographics of NPCA Seasonal Campers**

**Campers by Age Group and Source**  
% of Total



**Campers by Distance Traveled**  
% of Total



# Options

In consultation with NPCA staff, a variety of options were assessed for each of servicing, pricing, and user mix. These were all evaluated based on their potential impact on the core objectives outlined earlier – i.e., fiscal responsibility, future readiness, community needs, and competitive impact – relative to the status quo. The results of this analysis are shown in Figure 14.

## Servicing

Three options were assessed for how NPCA may choose to introduce upgrades to its sites, ranging from targeted servicing additions (e.g., 15AMP to transient only) to more comprehensive upgrades (e.g., 30AMP on all sites). More extensive upgrades – such as 50AMP service – or other types of servicing – such as the addition of sewage on site – were considered but ultimately excluded due to the substantial investments required and unclear need / demand. Note that the analysis was also limited by the fact cost of upgrades are not yet available – which would impact the assessment of financial feasibility in particular. Regardless, all options generated positive results on the key objectives, though with varying degrees of impact:

- Option A: upgrading all transient sites to 15AMPs is likely to generate the highest ROI for NPCA, given that the increase in utilization and revenue potential per site is greater coming from un-serviced → 15AMP versus 15AMP → 30AMP.
- Option B: upgrading all 15AMP seasonal sites to 30AMPs would generate a moderate financial return given the (a) modest increase in seasonal prices from 15AMP to 30Amp and (b) the fact that no increase in utilization can be expected (since unlike transient sites, seasonal sites are already fully booked). Upgrading in this way would be primarily a way to ensure future readiness as electrical requirements of appliances and devices on campsites continues to grow.
- Option C: upgrading all transient and seasonal sites to 30AMP would combine the benefits of both Option A and B and substantially prepare NPCA for future servicing expectations of campers as well as position it as a leader amongst peers in terms of this offering. There is risk in this scenario, however, that NPCA overbuilds near term given there is not yet a majority of users highlighting demand for 30AMP services.

Based on these results Option A is the recommended approach as a way to balance investment with potential upside and future proofing of NPCA sites. It closes a servicing gap at what is anticipated to be a more modest cost, while also improving NPCA positioning relative to peers.

However, this recommendation is pending the final results of NPCAs site servicing study which is expected in fall 2025. The results of that study will clarify the relative cost of a 15AMP vs 30AMP upgrade. If the differences are found to be modest or immaterial, Option C is recommended.

## Pricing

While a range of flexible pricing models were considered – such as weekend only fees, large group fees, or weekday leasing of seasonal sites – they were generally deemed impractical and excluded from analysis as a result. Instead, three options were considered:

- **Option A:** modest increase the seasonal pricing by 5%, reflecting NPCAs positioning at the low to mid-end of the peer range. This would have a modestly positive financial impact, creating some additional capacity for investment. While there is some potential for pushback from existing seasonal users, this being a similar increase to previous years helps with predictability and may mitigate some of the risk.
- **Option B:** a more aggressive increase the seasonal pricing by 10-15%, reflecting NPCAs pricing power as demonstrated by the pent-up demand on NPCAs existing waitlist. This would have a clear positive financial impact but would come at the cost of reduced competitiveness of the offerings. There is a clear risk that by pricing its seasonal sites closer to the top-end of the peer range – in particular, without offerings such as on-site sewage – NPCA may experience attrition of seasonal users as a result and would need to count on its existing waitlist to make up the difference.
- **Option C:** decreasing the transient pricing by 10-15% would be targeted at improving the competitiveness of NPCAs transient sites, which are presently priced at a premium relative to most peers. It would also respond to community feedback regarding the availability of NPCA sites. The cost to NPCA of this option would be financial – particularly for serviced transient sites. The impact may be mitigated if the decrease in price encourages more bookings.

Based on these results, Option A is recommended as a conservative but still financially prudent approach. Option B is not recommended due to the potential attrition risk.

Option C would be considered if NPCA does not see an increase in transient bookings after making servicing upgrades – a key component to the business case for doing so. Slower uptake after upgrades may simply reflect the awareness lag for campers to learn about NPCAs newly upgraded offerings – a dynamic that could be addressed through more competitive pricing.

## User Mix

Two options were evaluated proceeding in opposite directions. Unlike pricing and servicing where options could be combined or sequenced, for user mix the proposed approaches are mutually exclusive paths that NPCA could take.

- **Option A:** changing to an 80/20 seasonal/transient mix would allow NPCA to accommodate the full extent of its seasonal waitlist. This would have the impact of providing further stability to NPCAs revenue, but at the cost of further reductions in access for the community through fewer transient spaces. It would also make NPCA more dependent on an aging population of seasonal campers – creating some risks long-term.
- **Option B:** changing to a 60/40 seasonal/transient mix would help increase access and create opportunities for new campers to try NPCA. Financially, while there would be a reduction in the stable seasonal revenues for NPCA, there is potential for revenues to grow in aggregate given the premium paid by transient users for access to serviced sites. This option poses operational challenges for how to manage a reduction in seasonal sites equitably.

Option B is recommended as a way to maximize value from existing NPCA sites.

Figure 14 – NPCA Campgrounds Option Analysis

Type	Option	Fiscal Responsibility	Future Readiness	Community Need	Competitive Position
Servicing	15AMP All Transient Sites  <i>Recommended – Pending results on cost of servicing</i>	<b>Improve</b> Provides a way to improve the utilization for currently poor performing transient sites	<b>Slightly Improve</b> Ensuring a minimum level of servicing on-site is responsive to growing demand / use of electrical appliances and utilities	<b>Slightly Improve</b> Creates greater access for transient users to serviced sites	<b>Slightly Improve</b> Peers are moving towards basic levels of servicing across all their sites
	30AMP Upgrade Seasonal	<b>Slightly Improve</b> No impact on utilization as sites are already fully booked, but slightly higher earning potential through higher fees	<b>Slightly Improve</b> Prepares seasonal sites for ongoing servicing demands but does not address transient	<b>Neutral</b> Addresses minor feedback from seasonal campers regarding level of service	<b>Slightly Improve</b> Addresses the competitiveness of seasonal sites only
	30AMP Upgrade All Sites	<b>To be Determined</b> Maximizes earning potential but at higher cost; validate cost of servicing before proceeding	<b>Improve</b> Ensures all sites are ready for future servicing demand	<b>Slightly Improve</b> Similar impact to Option A, though also creates parity between seasonal and transient campers	<b>Improve</b> Will distinguish NPCA from other sites due to full servicing
Pricing	Slight Increase for Seasonal  <i>Recommended</i>	<b>Slightly Improve</b> Increases earning potential from seasonal sites, with only modest attrition expected that is accounted for by waitlist	<b>Neutral</b> No impact on future readiness	<b>Neutral</b> No impact on community demand	<b>Slightly Worsen</b> Moves NPCA higher in the range of seasonal fees amongst peers, but still well within the middle band

Type	Option	Fiscal Responsibility	Future Readiness	Community Need	Competitive Position
		<b>Improve</b> Significant increase in earning potential; some risk that over time attrition could exceed waitlist	<b>Neutral</b> No impact on future readiness	<b>Neutral</b> No impact on community demand	<b>Worsen</b> NPCA pricing begins to approach high end of seasonal fee range and without some of the more premium on-site services (e.g., on-site sewage)
	Decrease Transient	<b>Worsen</b> Reduces earnings from transients, though may be mitigated by increased bookings	<b>Slightly Improve</b> Helps attract more and different types of transient bookings	<b>Improve</b> Makes transient camping more accessible to a broader audience	<b>Improve</b> Moves pricing more in-line with peers
<b>User Mix</b>	Increase Seasonal Share	<b>Slightly Improve</b> Adds to the portion of revenues that is stable and guaranteed within a season	<b>Neutral</b> Further locks-in NPCA to seasonal campers, though would allow for some new seasonal campers from the waitlist	<b>Slightly Worsen</b> Reduces the accessibility of NPCA sites to the general public on a transient basis	<b>Neutral</b> No competitive impact
	Increase Transient <b>Recommended</b>	<b>Neutral</b> Trades-off some revenue certainty with potential for per site earnings	<b>Improve</b> Diversifies the campers who are using NPCA sites	<b>Improve</b> Potential to greatly increase the accessibility of NPCA sites to the public	<b>Neutral</b> No competitive impact

# Path Forward

To ensure the successful execution of the recommended strategy, NPCA should adopt a phased implementation approach. This will allow for manageable investment, ongoing evaluation, and flexibility to adapt based on camper response and operational realities.

## Short-Term

The primary focus for NPCA should be on launching the upgrades to transient sites. This is likely to be a multi-year process, given the need for permitting, infrastructure planning, and construction that is required. Through this process NPCA may deem that certain sites are impractical for servicing or that the expected ROI from the investment is low (i.e., a site is poorly situated such that even with servicing it is unlikely to be frequently booked). This will affect the scope of the proposed project.

As part of these upgrades, NPCA should explore the cost differential between 15AMP and 30AMP service on sites. As previously discussed, while 15AMP is likely to be sufficient to drive improvements in utilization (and thus financial performance), 30AMP upgrades will hedge NPCA against growing future demands for electrical services on-site. If there is a limited differential in the capital cost, NPCA should do 30AMP upgrades instead.

As part of funding these upgrades, NPCA should implement the seasonal pricing increases recommended for the upcoming season. NPCA should monitor the impact of the pricing change on seasonal booking rates to determine whether future modifications are required or if full booking of seasonal sites is still achieved. As discussed previously, prices for transient camping should be kept flat between seasons.

## Medium-Term

In the coming years, NPCA should focus on monitoring utilization to assess the effect of its upgrades for transient sites. If the expected increases in utilization of transient sites are not achieved as a result of upgrades, it may suggest ongoing challenges with pricing competitiveness or a lack of additional demand. NPCA should consider further price changes or marketing efforts in these instances.

If the impact on transient utilization meets or exceeds expectations, NPCA should explore a gradual rebalancing of the site mix between seasonal and transients targeting a more equitable 60-40 seasonal-transient mix. It is recommended this be achieved through a gradual process – such as reallocating unused seasonal sites to transient for future seasons.

## Long-Term

As the site mix between seasonal and transient evolves, long-term NPCA should evaluate its booking policies. If seasonal sites begin to represent a small proportion of total NPCA sites it may need to explore alternative models for site allocation – such as open lotteries or tenure caps – to allocate these sites, enabling turnover and equitable access.

At this stage, NPCA may also begin to explore alternative programming that has historically only been provided on transient-dependent campgrounds with higher degree of servicing – such as private sector operators. This may include luxury camping / glamping, off-season camping, or other opportunities to expand its offering.

**Report To: Board of Directors**

**Subject: 2026 Conservation Area Fees**

**Report No: FA-51-25**

**Date: November 21, 2025**

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**Recommendation:**

**THAT** Report No. FA-51-25 regarding the 2026 Conservation Area Fees **BE RECEIVED**;

**AND THAT** the 2026 Conservation Area Fees outlined in Appendix 1 of Report No. FA-51-25 **BE APPROVED**.

**Purpose:**

The purpose of this report is for the NPCA Board to consider and approve the proposed 2026 Conservation Area Fees.

**Background:**

The Niagara Peninsula Conservation Authority (NPCA) administers a fee schedule for a wide variety of services offered at its conservation areas. The fee schedule is reviewed and analyzed annually considering three central factors: balancing inflationary pressures, user demand for services, and comparable services and facilities at other Conservation Authorities and the local private sector.

The *Conservation Authorities Act*, O. Reg. 686/21 and O. Reg. 687/21 define the mandatory programs and services that conservation authorities are required to provide and the funding structures that conservation authorities may utilize to deliver on these mandatory services. O. Reg. 686/21 states that Conservation and Management of Lands is a mandatory service that can be funded through the municipal levy and further that passive recreation (those programs and services undertaken to maintain facilities, trails and amenities that can be provided to the public without staff supervision) is a mandatory service. These activities on conservation area lands are considered Category 1 programs and services.

Conversely, active recreation programs and services delivered within conservation areas, or those services requiring direct staff support or supervision to be provided, would not be included within the required components of the mandatory program or service. As such, these programs and services would be classified as Category 3 programs, where

conservation authorities may determine that these programs and services support the CA's mandate and are advisable to deliver to the community. Category 3 programs must be funded either through self-generated revenue, grants, or other agreements including cost apportionment agreements (levy) with municipalities. Based on these changes, the NPCA will need to ensure that costs for active conservation area programs and services are fully recovered.

At the July 25, 2025 Full Authority Board Meeting, the NPCA Board approved 2026-2027 Wedding and Facility Rental Fees presented in report No. FA-39-25. The reason for wedding and facility rentals fees being approved in July is to align with industry and market standards, as such events are booked two years in advance on average.

**Discussion:**

In preparation of revising the 2026 Fee Schedule, staff completed a comprehensive review that included an analysis of the current and anticipated costs to operate NPCA's programs and services. Staff also analyzed user demand for conservation area programs and services and studied comparable services at nearby Conservation Authorities, including Hamilton Conservation Authority, Conservation Halton, and Grand River Conservation Authority. Several local private-sector operators that deliver comparable programs and services were included as well.

Additionally, the NPCA retained a third-party consultant to perform an operational analysis of its campgrounds, which incorporated a comprehensive market assessment and produced recommendations on fee structures. Lastly, to align with historical organizational trends and minimize administrative complexity such as rounding to whole dollars, the NPCA applied an inflation rate between 2 to 2.5%. This approach ensures consistency with other Conservation Areas of comparable size and scope for the 2026 season. The findings from this full analysis served as the basis for the proposed 2026 Conservation Areas fees, as outlined in Appendix 1

The proposed Fee Schedule for 2026 includes modest increase to some program areas based on service levels and inflationary pressures and no increase to some selected programs. A concerted effort has been made to remain competitive within the market while keeping some fees lower than comparable programs, facilities and services in other jurisdictions. Below are key points from the 2026 Fee Schedule.

Day Use Admission

Staff propose a minimal increase to day-use admission fees into active (or gated) conservation areas. Day-use admission and parking fees are proposed to increase no more than \$0.25 per admission in 2026. To encourage carpooling and reduce environmental impact, the maximum vehicle fee will remain unchanged.

NPCA also finalized an agreement with BC Parks Foundation to implement PaRx: a prescription for nature program that helps residents reap the benefits of spending time in nature. People issued a PaRx nature prescription can access NPCA's active conservation areas for five free visits.

### NaturePlus Passes

To promote accessibility, equity and ongoing support for the community to connect to nature, NPCA staff propose no increase to the cost of the NaturePlus Pass. Further, a renewal discount continues to be proposed for 2026 for current passholders to receive \$10.00 in savings upon the renewal of an existing valid Pass. The NaturePlus Pass is valid at Ball's Falls, Binbrook, Chippawa Creek and Long beach during operating seasons and hours annually.

The remaining conservation areas, among NPCA's 43 areas, remain accessible at no cost, year-round. To support the watershed community in accessing greenspace and outdoor recreation, the NPCA continues to partner with municipal libraries, educational institutions, and community-based organizations to provide NaturePlus Passes to community members through a shared lending program.

### Camping

To support the 2026 fee schedule review, the NPCA engaged CANVAS Strategy Consulting Group to conduct an operational analysis of its campground operations. This analysis included a comprehensive market assessment and resulted in fee structure recommendations for both seasonal and transient camping. The findings indicated that NPCA's seasonal camping rates were below the average of comparable providers, while transient rates were above market benchmarks. Based on these insights, staff propose a 4.5% increase to seasonal camping fees to better align with market conditions, while maintaining the current transient camping rates to remain competitive.

### Thanksgiving Festival

The Ball's Falls Thanksgiving Festival remains the NPCA's signature community event after 51 years of celebration. The Festival features craft and artisan vendors, local farmers and food concessions, as well as local craft beverages and wineries. In 2026, NPCA staff have recommended a minimal increase to general admission to ensure ongoing program sustainability.

It is recommended that Exhibitor Fees be disbursed on a rate scale of \$250-\$3,500 based on the exhibitor type, size of booth, and electrical needs. This scale will allow staff to ensure the diverse needs of vendors are met while offering reasonable rates relative to vendor category while remaining comparable to other events, markets and festivals that operate similar to Ball's Falls Thanksgiving Festival.

## Educational Programming

The NPCA is considered a leader in environmental and outdoor education and recreation across the Niagara Peninsula watershed. To continue to deliver high-quality, immersive and accessible educational and recreational experiences for children, students and adults, NPCA staff recommend an average increase of 5% across the Educational Program portfolio, which includes educational field trips, all-inclusive overnight camps, children's day camps and Ball's Falls Nature School. This program and service area operates sustainably and relies upon self-generated revenues to support staffing and program material expenses.

### **Financial Implications:**

NPCA fees and self-generated revenues result in a reduced reliance on municipal levies and support critical programs and services connecting people to nature.

Consolidated, the recommended conservation area fee changes result in a weighted average increase of 2.8%. This projected revenue in conservation area programs and services is factored into the 2026 operating budgets.

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

The recommended conservation area fees proposed for 2026 support strategic goals pertaining to Financial Sustainability:

- Goal 6.1. – Ensure responsible, sustainable, and sound fiscal practices
- Goal 6.2. – Optimize self-generating revenue using innovative approaches

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

Appendix 1: Proposed 2026 Conservation Area Fees

#### **Authored by:**

*Original Signed by:*

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Adam Christie  
Director, Conservation Areas

#### **Authored by:**

*Original Signed by:*

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

#### **Reviewed by:**

*Original Signed by:*

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Lise Gagnon, CPA, CGA  
Director, Corporate Services

**Submitted by:**

*Original Signed by:*

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Leilani Lee-Yates, BES, MSPL.RPD,MCIP,RPP  
CAO/Secretary-Treasurer

Niagara Peninsula Conservation Authority		Appendix 1 - FA-51-25			
FEE SCHEDULE (EXCLUDING HST)					
Description	Fee - 2025	Fee - 2026	Year-over-year Increase	Weighted Avg Increase	
<b>Day Use Admission</b>					
<b>Ball's Falls, Binbrook, Chippawa Creek, Long Beach (unless specified)</b>					
- Children 5 and Under	FREE	FREE			
- Vehicle and driver	\$ 13.05	\$ 13.27	1.7%		
- Vehicle and Senior/Accessible/Student Driver	\$ 9.96	\$ 10.18	2.2%		
- Additional Passenger - Adult	\$ 4.42	\$ 4.42	0.0%		
- Additional Passenger - Senior/Accessible/Student	\$ 3.54	\$ 3.54	0.0%		
- Maximum Vehicle	\$ 26.55	\$ 26.55	0.0%		
- Bus - greater than 20 passengers per vehicle	\$ 146.02	\$ 150.44	3.0%		
- Shoulder Season Admission (Fall/Winter) - No attendant	\$ 7.96	\$ 7.96	0.0%		
- Auto Gate Peak Season (No attendant)	\$ 13.05	\$ 13.27	1.7%		
<b>Ball's Falls Thanksgiving Festival (Note: \$1 General ticket - NPCF)</b>					
- Children 5 and Under	FREE	FREE			
- General Admission	\$ 10.40	\$ 10.62	2.1%		
- Senior (65+)	\$ 7.74	\$ 7.96	2.8%		
- Children (6 to 11 years of age)	\$ 7.74	\$ 7.96	2.8%		
<b>TOTAL</b>			<b>1.5%</b>		<b>1.9%</b>
<b>Camping</b>					
<b>Chippawa Creek &amp; Long Beach</b>					
- Non Serviced One Night (transient)	\$ 52.23	\$ 52.23	0.0%		
- 15 Amp One Night (transient)	\$ 57.14	\$ 57.14	0.0%		
- 15 Amp Seasonal	\$ 2,938.23	\$ 3,070.45	4.5%		
- 15 Amp One Night Premium (transient)	\$ 62.06	\$ 62.06	0.0%		
- 15 Amp Seasonal Premium	\$ 3,217.41	\$ 3,362.19	4.5%		
- 30 Amp One Night (transient)	\$ 64.52	\$ 64.52	0.0%		
- 30 Amp Seasonal	\$ 3,357.14	\$ 3,508.21	4.5%		
- 30 Amp One Night Premium	\$ 66.98	\$ 66.98	0.0%		
- 30 Amp Seasonal Premium	\$ 3,629.59	\$ 3,792.92	4.5%		
- 30 Amp Seasonal Premium / Ridge (Long Beach Only)	\$ 4,012.95	\$ 4,193.53	4.5%		
- Reservation Fee	\$ 11.50	\$ 11.50	0.0%		
- Change / Cancellation Fee	\$ 7.96	\$ 7.96	0.0%		
- Deck Storage	\$ 88.50	\$ 90.71	2.5%		
- Trailer Storage (Long Beach Only)	\$ 221.24	\$ 226.77	2.5%		
<b>TOTAL - CAMPING</b>			<b>2.0%</b>		<b>3.3%</b>

<b>Passes and Permits</b>					
- NPCA NaturePlus Membership Pass	\$	119.32	\$	119.32	0.0%
- NPCA NaturePlus Membership Pass Replacement Fee	\$	25.00	\$	25.00	0.0%
- NPCA NaturePlus Membership Pass Renewal Fee	\$	109.32	\$	109.32	0.0%
- Photography Permit (per day)	\$	122.94	\$	122.94	0.0%
- Filming Permit (per hour)	\$	154.87	\$	\$152 - \$500	0.0%
- Hunting Permit	\$	43.50	\$	43.50	0.0%
- Hunting Blind Reservation	\$	43.50	\$	43.50	0.0%
<b>TOTAL - PASSES AND PERMITS</b>					<b>0.0%</b>
<b>Educational Programming (HST exempt)</b>					
- Half-Day School Visit (per student)	\$	9.00	\$	10.00	11.0%
- Full-Day School Visit (per student)	\$	15.00	\$	16.00	6.7%
- Overnight Camping Adventure Visit (per student)	\$	132.00	\$	136.00	3.0%
- School Visit Lunch Venue	\$	100.00	\$	100.00	0.0%
- Full Day Nature School (per student)	\$	65.00	\$	65.00	0.0%
- Extended Day Care (per day, per family)	\$	13.00	\$	13.00	0.0%
- Single Day Camp (PD/PA Days) (per child)	\$	50.00	\$	55.00	10.0%
- Full Week Day Camp (March Break, Summer) (per child)	\$	185.00	\$	195.00	5.4%
- Additional Child Full Week Day Camp	\$	160.00	\$	170.00	6.3%
<b>TOTAL - EDUCATIONAL PROGRAMMING</b>					<b>4.7%</b>
<b>EVENT FACILITIES</b>					
<b><u>NPCA Facility Rentals</u></b>					
<b>Pavilion Rental</b>					
- Picnic Pavilion Rental (Ball's Falls)	\$	151.83	\$	154.87	2.0%
- Picnic Pavilion Rental (Binbrook, Chippawa Creek, Long Beach)	\$	151.83	\$	154.87	2.0%
<b>Corporate Facilities Rental</b>					
- Corporate Day Rate	\$	675.00	\$	688.50	2.0%
- Educational Day Rate	\$	335.00	\$	344.25	2.8%
- Special Large-Scale Event Site Use Permit	\$	11,257.21	\$	11,538.64	2.5%
- Craft/Artisan/Beverage/Concession Vendor Space		\$250-\$3,500		\$250-\$3,500	0%
- Concession Vendor Commission Fees		15%		0-15%	0%
<b>TOTAL - FACILITY RENTALS</b>					<b>0.8%</b>
<b>WEDDINGS</b>					
<b><u>NPCA Facility Rentals - Weddings</u></b>					
<b>Barn Rental - Ball's Falls</b>					
- Barn Reception <sup>1</sup>	\$	3,704.80	\$	3,778.90	2.0%
- Venue Setup Rental <sup>2</sup>	\$	339.60	\$	346.39	2.0%
<b>Pavilion Wedding - Binbrook, Chippawa Creek, Long Beach</b>					

- Pavillion Reception	\$ 1,165.12	\$ 1,188.42	2.0%
<b>Centre for Conservation - Glen Elgin Room - Ball's Falls</b>			
- Glen Elgin Room Reception	\$ 3,704.80	\$ 3,778.90	2.0%
- Venue Setup Rental <sup>2</sup>	\$ 339.60	\$ 346.39	2.0%
<b>Church Rental - Ball's Falls</b>			
- Two-Hour Ceremony <sup>3</sup>	\$ 1,049.70	\$ 1,070.69	2.0%
<b>Natural Setting Rental</b>			
- Outdoor Ceremony - Ball's Falls	\$ 1,049.70	\$ 1,070.69	2.0%
- Outdoor Ceremony - Binbrook, Chippawa Creek, Long Beach & others	\$ 407.79	\$ 415.95	2.0%
<b>Bridal Suite Rental - Ball's Falls</b>			
- Daily Rate	\$ 463.10	\$ 472.36	2.0%
<b>TOTAL - WEDDINGS</b>			<b>2.0%</b>

**2.0%**

<b>GRAND TOTAL - AVERAGE INCREASE</b>			<b>2.0%</b>	<b>2.8%</b>
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<b>Schedule E(1) - CONSERVATION AREA SERVICES - WEDDING FACILITIES</b>
<sup>1</sup> Alcohol is not permitted outside of the barn
<sup>2</sup> Rates only apply if the venue remains available within 2 weeks of event date.
<sup>3</sup> Rental times: 9:30 am to 11:30 am; 12:00 pm to 2:00 pm; 2:30 pm to 4:30 pm; 5:00 pm to 7:00 pm

**Report To: Board of Directors**

**Subject: Board of Directors' 2026 Meeting Schedule**

**Report No: FA-52-25**

**Date: November 21, 2025**

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**Recommendation:**

**THAT** Report No. FA-52-25 RE: Board of Directors' 2026 Meeting Schedule **BE RECEIVED**;

**AND THAT** Appendix 1 to Report No. FA-52-25 RE: Board of Directors' 2026 Meeting Schedule **BE APPROVED**;

**AND THAT** the meeting schedule **BE PUBLISHED** on NPCA's website for public information;

**AND FURTHER THAT** the meeting schedule **BE CIRCULATED** to participating and local area municipalities.

**Purpose:**

The purpose of this report is to establish the NPCA Board of Directors' 2026 meeting schedule for internal business planning purposes and promoting public awareness of the meeting schedule for the upcoming year.

**Background:**

In 2024, staff consulted with the Full Authority Board to incorporate feedback in the development of the 2025 Meeting Schedule, resulting in Full Authority Meetings being scheduled at 10:00a.m. to accommodate changes in travel requirements related to the relocation of Full Authority meetings to the Administrative Office in Thorold, ON.

At the February 21, 2025 Full Authority Annual General Meeting, the Full Authority Board adopted the revised NPCA Administrative By-Law, providing increased flexibility for the scheduling of meetings.

## **Discussion:**

The 2026 Meeting Schedule has been prepared to avoid overlapping with statutory holidays, days of significance, and organizational initiatives, such as the Ball's Falls Thanksgiving Festival.

While Full Authority Board meetings have typically been held on the third Friday of each month, it has been common practice to shift the meeting date depending on scheduling demands. To provide a consistent timeline for internal workflow processes, it is recommended that Full Authority meetings be held on the fourth Friday of each month, except for December, due to holiday closures.

Governance Committee meetings will continue to be scheduled immediately following the Full Authority meetings throughout 2026, or as needed at the Committee Chair's discretion. Additional Governance Committee meetings have been recommended to ensure the Committee is engaged in developments regarding the proposed transition to regional conservation authorities and the establishment of the Ontario Provincial Conservation Agency.

Finance Committee meetings are scheduled to align with NPCA's Audit and Budget approval timelines. Public Advisory Committee meetings will be held in March, May, and November, and continue to be scheduled on Tuesdays at 5:00p.m.

## **Financial Implications:**

There are no new or additional financial implications posed by adoption of the Board of Directors' 2026 Meeting Schedule as presented.

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

Goal 5.2: Improve internal operations and processes

Goal 5.3: Provide high standards of customer service

## **Related Reports and Appendices:**

Appendix 1: NPCA Board of Directors' 2026 Meeting Schedule and Calendar

## **Authored by:**

*Original Signed by:*

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Melanie Davis, M.A.  
Manager, Office of the CAO & Board

**Reviewed and Submitted by:**

*Original Signed by:*

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Leilani Lee-Yates, BES, MSPL.RPD MCIP, RPP  
Chief Administrative Officer / Secretary – Treasurer

January						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February						
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March						
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29	30	31				

April						
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26	27	28	29	30		

May						
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17	18	19	20	21	22	23
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31						

June						
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28	29	30				

July						
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26	27	28	29	30	31	

August						
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30	31					

September						
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27	28	29	30			

October						
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November						
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

- Full Authority Board Meeting
- Public Advisory Committee
- Statutory Holiday / Office Closure
- Governance Committee, following Full Authority
- Finance Committee

## Full Authority Board Meetings

Friday, February 27 – **Annual General Meeting**  
Friday, March 27  
Friday, April 24  
Friday, May 22  
Friday, June 26  
Friday, July 24  
Friday, September 25  
Friday, October 23  
Friday, November 27  
Friday, December 18

Note: there will be a Source Protection Authority Board meeting scheduled for February 27, 2025 to coincide with the Full Authority Board meeting.

## Committees of the Board

### Finance Committee Meetings

Wednesday, April 15  
Wednesday, July 15  
Wednesday, September 16

### Governance Committee Meetings

Friday, March 27  
Friday, May 22  
Friday, July 24  
Friday, September 25  
Friday, November 27

### Public Advisory Committee Meetings

Tuesday, March 10  
Tuesday, May 12  
Tuesday, November 17