

**NIAGARA PENINSULA CONSERVATION AUTHORITY**  
**Board of Directors Meeting**  
**October 18, 2024, 9 a.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, Attiowonderonk (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, September 20, 2024**

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**4. CHAIR’S UPDATE**

**5. CORRESPONDENCE**

**5.1. Correspondence dated September 20, 2024 from the Town of Bradford West Gwillimbury RE: Ontario Deposit Return Program**

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**6. PRESENTATIONS**

**6.1. 2025 Draft Budgets and Municipal Levies**

Presented by Lise Gagnon, Director, Corporate Services.

**7. DELEGATIONS**

**8. CONSENT ITEMS**

**9. DISCUSSION ITEMS**

**9.1. Report No. FA-50-24 RE: 2025 Draft Operating Budgets and Municipal Levies (Appendix 3 distributed separately)**

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**9.2. Report No. FA-52-24 RE: Draft Watershed-based Resource Management Strategy (*Appendix 1 distributed separately*)**

Page 23

**9.3. Report No. FA-51-24 RE: Draft Conservation Area Strategy (*Appendix 1 distributed separately*)**

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## **10. COMMITTEE REPORTS**

**10.1. Public Advisory Committee Minutes, dated September 17, 2024**

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### **10.1.1. New Business**

#### **Recommendation No. PAC-18-24**

**THAT** the Public Advisory Committee endorse initiatives enhancing the adequacy and accessibility of signage at Conservation Areas;

**AND THAT** the Public Advisory Committee endorses the investment in physical and digital wayfinding and interpretative signage as an area of focus in the 2025 Budget;

**AND FURTHER THAT** staff present a progress report on signage updates to the Public Advisory Committee on or before November 26, 2024.

**10.2. Finance Committee Minutes, dated September 25, 2024**

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## **11. MOTIONS**

## **12. NOTICES OF MOTION**

## **13. NEW BUSINESS**

**13.1 Verbal update RE: Niagara Peninsula Conservation Foundation**

## **14. CLOSED SESSION**

## **15. ADJOURNMENT**

**NIAGARA PENINSULA CONSERVATION AUTHORITY**  
**Board of Directors Meeting**  
**September 20, 2024, 9:00a.m.**  
**Carolinian Hall**  
**3350 Merrittville Hwy., Thorold ON**  
**MINUTES**

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**ATTENDANCE:**

Stew Beattie, Vice-Chair  
Donna Cridland  
Brad Clark (arrival 9:08 a.m.)  
Robert Foster (arrival 9:15 a.m.)  
Patrick O'Neill  
Michelle Seaborn  
Mark Tadeson

**ABSENT:**

Brian Grant  
John Metcalfe, Chair

**STAFF PRESENT:**

Leilani Lee-Yates, CAO & Secretary-Treasurer  
Eric Baldin, Manager, Land Planning  
Adam Christie, Director, Conservation Areas  
Cathy Coverdale, Manager, Financial Services  
Melanie Davis, Manager, Office of the CAO & Board  
David Deluce, Director, Planning and Development  
Misti Ferrusi, Manager, People & Performance  
Lise Gagnon, Director, Corporate Services  
Sharon Pfeifer, NPCF Development & Investor Relations  
Officer  
Gina Shaule, Administrative Assistant Corporate  
Administration  
Geoff Verkade, Senior Manager, Integrated Watershed  
Strategies  
Sofia Zavarella, Manager, Communications & PR

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Acting Chair Stew Beattie called the meeting to order at 9:04 a.m.

**1. APPROVAL OF AGENDA**

Discussion ensued regarding the removal of agenda item 14.1 listed under Closed Session.

Resolution No. FA-94-2024

Moved by: Michelle Seaborn

Seconded by: Mark Tadeson

**THAT** Item 14.1 Confidential Report No. FA-49-24 RE: OPSEU Collective Bargaining Agreement **BE REMOVED** from the Agenda for the Full Authority Board Meeting held on Friday, September 20, 2024;

**AND THAT** the the Agenda for the Full Authority Board Meeting held on Friday, September 20, 2024, **BE APPROVED** as amended.

**CARRIED**

## **2. DECLARATIONS OF CONFLICT OF INTEREST**

None.

## **3. APPROVAL OF MINUTES**

Resolution No. FA-95-2024

Moved by: Donna Criland

Seconded by: Mark Tadeson

**THAT** the following Minutes **BE APPROVED**:

- Minutes of the Full Authority Meeting dated, July 19, 2024;
- Closed Session Minutes of the Full Authority Meeting dated July 19, 2024;
- Minutes of the Full Authority Special Meeting, dated August 15, 2024; and
- Closed Session Minutes of the Full Authority Special Meeting, dated August 15, 2024.

**CARRIED**

## **4. CHAIR'S UPDATE**

- Re-awakening: Sounds from the Forest to be hosted at Balls Falls on September 21 and October 6, 2024.
- 50<sup>th</sup> Balls Falls Thanksgiving Festival Friday, October 11 to Monday, October 14 opening with a Heritage designation ceremony with the Town of Lincoln.
- Regional Councillor Diana Huson was thanked for her dedication over the past two terms on the NPCA Board.
- David Deluce was congratulated for stepping into Director of Planning and Development role.
- Leilani Lee-Yates was congratulated for seamlessly stepping into her new role as CAO and secretary-treasurer.

## **5. CORRESPONDENCE**

Resolution No. FA-96-2024

Moved by: Brad Clark

Seconded by: Michelle Seaborn

**THAT** the following correspondence **BE RECEIVED**.

- Correspondence dated August 13, 2024 from HOPA Ports RE: Great Lakes Centre in Port Colborne Moving Ahead;
- Correspondence dated August 25, 2024 from Conservation Ontario RE: Conservation Ontario’s comments on the “Proposed Modernization of the Emergency Management and Civil Protection Act” (ERO # 019-8860);
- Correspondence dated August 29, 2024 from Conservation Ontario RE: Conservation Ontario’s comments on “Improving Accessible Built Environment Standards;”
- Correspondence dated September 3, 2024 from Niagara Region RE: 2025 Budget Strategy CSD-29-2024; and
- Correspondence dated September 5, 2024 from Niagara Region RE: Niagara Peninsula Conservation Authority (NPCA) Board of Directors Vacancy.

**CARRIED**

## **6. PRESENTATIONS**

None.

## **7. DELEGATIONS**

None.

## **8. CONSENT ITEMS**

### **8.1. Report No. FA-46-24 RE: Compliance & Enforcement Q2 Statistics 2024**

Resolution No. FA-97-2024

Moved by: Rob Foster

Seconded by: Donna Cridland

**THAT** Report No. FA-46-24 RE: Compliance and Enforcement Q2 Statistics 2024 **BE RECEIVED.**

**CARRIED**

## **9. DISCUSSION ITEMS**

### **9.1. Report No. FA-44-24 RE: Banking Services Request for Proposals – Contract Award.**

Lise Gagnon Director of Corporate Services spoke to this report. Questions were posed. Discussion ensued.

Resolution No. FA-98-2024

Moved by: Mark Tadeson

Seconded by: Donna Cridland

**THAT** Report No. FA-44-24 RE: Contract Award – Banking & Investment Services **BE RECEIVED;**

**AND THAT** a contract award to the Toronto-Dominion Bank for banking and investment services **BE APPROVED;**

**AND FURTHER THAT** staff **BE AUTHORIZED** to execute all necessary documents to award the contract.

**CARRIED**

**9.2. Report No. FA-45-24 RE: Trees for All Update.**

Geoff Verkade, Senior Manager, Integrated Watershed Strategies provided a brief overview of the above noted. Discussion ensued.

Resolution No. FA-99-2024

Moved by: Rob Foster

Seconded by: Michelle Seaborn

**THAT** Report No. FA-45-24 RE: Trees for All Update **BE RECEIVED**.

**CARRIED**

**9.3 Report No. FA-48-24 RE: Vineland Research and Innovation Centre Master Service Agreement Procurement.**

Geoff Verkade, Senior Manager, Integrated Watershed Strategies spoke to this report.

Resolution No. FA-100-2024

Moved by: Mark Tadeson

Seconded by: Patrick O'Neill

**THAT** Report No. FA-48-24 RE: Master Services Agreement with Vineland Research and Innovation Centre for Preparing a Roadmap to 1 Million Trees **BE RECEIVED**;

**AND THAT** staff **BE AUTHORIZED** to enter into a Master Services Agreement with Vineland Research and Innovation Centre in the amount of \$240,000;

**AND FURTHER THAT** authorized NPCA officials be directed to take the necessary action to finalize the Master Services Agreement, including obtaining any necessary approvals, and the signing and execution of documents.

**CARRIED**

**9.4 Report No. FA-47-24 RE: Delegation of Authority under the Conservation Authorities Act.**

Leilani Lee-Yates, CAO & Secretary-Treasurer provided a brief overview of the report.

Resolution No. FA-101-2024

Moved by: Brad Clark

Seconded by: Donna Cridland

**THAT** Report No. FA-47-24 RE: Delegation of Authority under the *Conservation Authorities Act* **BE RECEIVED**;

**AND THAT** the Board **DELEGATE AUTHORITY**, under Section 28.4 of the *Conservation Authorities Act*, to the CAO/Secretary-Treasurer and

Director, Planning and Development as signatories on Section 28 work permits beginning September 20, 2024, for the terms of their employment with the Niagara Peninsula Conservation Authority (NPCA);

**AND THAT** the Board **DELEGATE AUTHORITY**, under Section 28.4 of the *Conservation Authorities Act*, to the CAO/Secretary-Treasurer as a signatory on Section 29 permits beginning September 20, 2024, for the terms of their employment with the NPCA;

**AND FURTHER THAT** the Board **DELEGATE AUTHORITY**, under Section 28.4 of the *Conservation Authorities Act*, to the CAO/Secretary-Treasurer and Director, Planning and Development to carry out administrative reviews of complete permit applications under Section 8 of Ontario Regulation 41/24 beginning September 20, 2024, for the terms of their employment with the NPCA.

**CARRIED**

## **10. COMMITTEE REPORTS**

Resolution No. FA-102-2024

Moved by: Rob Foster

Seconded by: Patrick O'Neill

**THAT** The Finance Committee Minutes dated July 24, 2024 and the CAO Selection Oversight Committee Minutes dated August 2, 2024 **BE RECEIVED**.

**CARRIED**

## **11. MOTIONS**

None.

## **12. NOTICES OF MOTION**

None.

## **13. NEW BUSINESS**

- Member Foster noted that work is underway with Conservation Ontario, various Conservation Authorities regarding the Great Lakes Water Initiative. Hopeful for an outcome in the coming weeks.

### **13.1 Verbal update RE: Niagara Peninsula Conservation Foundation (NPCF)**

Member Cridland provided the following update on behalf of NPCF:

- Diana Huson has resigned as Chair of NPCF, Barb Greenwood assumed position of Chair at the September 12 meeting.
- Royal Bank of Canada has donated \$1,000.
- NPCF to release a special edition 50<sup>th</sup> anniversary Comfort Maple Pen and is hosting a 50/50 draw at the upcoming Thanksgiving Festival

#### **14. CLOSED SESSION**

None.

#### **15. ADJOURNMENT**

Resolution No. FA-103-2024

Moved by: Michelle Seaborn

Seconded by: Brad Clark

**THAT** The Full Authority Board meeting held September 20, 2024 **BE**  
**ADJOURNED** at 9:52 a.m.

**CARRIED**

September 20, 2024

**BY E-MAIL**

Hon. Andrea Khanjin, Minister of the Environment, Conservation and Parks  
5th Floor  
777 Bay St.  
Toronto, ON M7A 2J3

Dear Minister Khanjin:

### **Ontario Deposit Return Program**

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I hope this letter finds you well. I am writing to formally address the recent discussions surrounding the Ontario Deposit Return Program, particularly regarding our community residents asking us about the recycling of nonalcoholic beverage plastics.

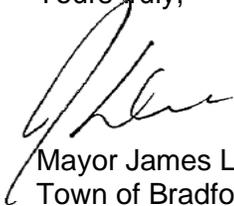
Whereas the Ontario Deposit Return Program has successfully incentivized the recycling of alcoholic beverage containers, resulting in the removal of over 204,000 tonnes of greenhouse gas emissions, we recognize the potential for similar success with nonalcoholic beverages.

The Ministry of the Environment, Conservation and Parks highlighted in their June 2023 letter that they are considering the adoption of a deposit-and-return system for nonalcoholic beverages. This initiative presents a unique opportunity to further promote recycling, reduce litter, and encourage sustainable practices among consumers.

Therefore, I am proud to announce that our Council endorses the expansion of the Ontario Deposit Return Program to include nonalcoholic beverage containers. We believe that this expansion will not only enhance environmental stewardship but also foster a culture of sustainability within our community.

We encourage all stakeholders to support this initiative and work collaboratively towards its implementation. Together, we can make a significant impact on our environment and set a positive example for future generations.

Yours truly,



Mayor James Leduc  
Town of Bradford West Gwillimbury

CC:

Hon. Peter Bethlenfalvy, Minister of Finance  
Hon. Caroline Mulroney, Member of Provincial Parliament for York-Simcoe  
MPP Sandy Shaw, Opposition Environment, Conservation and Parks Critic  
Ontario's Municipal Councils and Conservation Authorities

**Report To: Board of Directors**

**Subject: 2025 Draft Budgets and Municipal Levies**

**Report No: FA-50-24**

**Date: October 18, 2024**

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**Recommendation:**

**THAT** Report No. FA-50-24 RE: 2025 Draft Budgets and Municipal Levies **BE RECEIVED**;

**THAT** the 2025 Draft Budgets & Municipal Levies **BE APPROVED BY WEIGHTED LEVY VOTE** for discussion with municipal staff, in accordance with Board approved Budget Assumptions;

**THAT** the list of 2025 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2025 budget through collaborative projects or external funding;

**AND FURTHER THAT** NPCA staff **REPORT** the results of discussions with municipal staff to the 2025 Q2 Finance Committee and Board of Directors meetings.

**Purpose:**

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

- 2025 General Levy Apportionment;
- 2025 Draft Budgets & Municipal Levies; and
- 2025 Unfunded Budget Priorities.

Full details of the 2025 Draft Budgets and Municipal Levies are outlined in Appendix 1 and 2. Please note that Appendix 2 represents the 2025 Draft Budgets and Municipal Levies in the *Conservation Authorities Act* Programs and Services Inventory format.

## Background:

In the development of the recommended budget assumptions for the 2025 budget process, staff has reviewed and considered the following:

- Funding municipalities' guidelines when available
- Cost of living adjustments (COLA) and grid step increases, including the ongoing impact of the compensation review project completed in 2023
- Inflation (Consumer Price Index – CPI)
- Multi-year contractual obligations
- Operating, capital and program pressures
- Board approved Fee Policy and full cost accounting
- Focus on internal efficiencies
- General economic outlook
- Impacts on service delivery
- Asset management and state-of-good repair
- Priority technical studies and management plans required under the *Conservation Authorities Act*

On September 25, 2024, the Finance Committee passed Recommendation No. FC-19-2024, endorsing the 2025 Draft Budgets and Municipal Levies for approval by the Board of Directors.

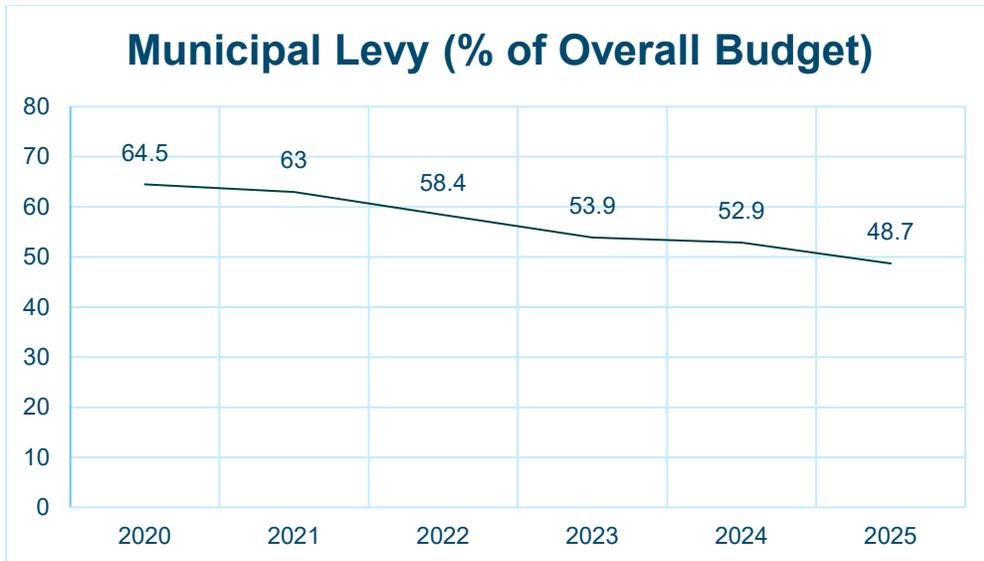
## Discussion:

### 2025 Draft Operating Budgets

NPCA's overall 2025 operating budget of \$16.096M is supported by \$7.84M municipal levy, \$5.699M in authority-generated revenue, and \$2.552M in grant funding. Overall, the operating volume in this zero-based budget is projected to increase by 20.18% (\$2.793M).

While the operating volume has increased to address gaps and achieve required service levels, growth in 2025 is largely due to programs that are fully funded through grants and partnership funding.

Municipal contributions to the overall budget envelope continue a pattern of reduced reliance on the municipal levy, as reflected in the chart below:



Of the year-over-year operating increase, 63% is attributed to substantial growth in fully funded programs, which is offset by corresponding revenues. The residual balance is required to support COLA (2.25% on the salary envelope), step increases, residual impacts of the compensation review project and inflation.

2025 Capital, Special Projects and Land Securement

The 2025 Draft Capital and Special Projects budget represents past backlog and current critical priorities. NPCA’s asset management initiative has identified critical infrastructure projects that must be addressed in 2025 to meet service level needs, health and safety and state of good repair priorities. These essential capital projects in Niagara Region and the City of Hamilton are reflected in the capital budget envelope.

Three additional capital projects have been identified by Staff as critical priorities for 2025:

1. Hamilton:
  - a. Binbrook Conservation Area Comfort Station \$500,000
  
2. Niagara:
  - a. Restoration of heritage sites (Balls Falls Conservation Area) \$100,000
  - b. Centre for Conservation – roof/skylight \$400,000

Given that these three capital projects represent a significant financial impact on the special levy, staff have approached both City of Hamilton and Niagara Region finance staff to explore an alternative funding source. Recognizing the critical nature of these priorities, both municipal partners have expressed a willingness to consider sourcing funds for these projects through the capital levy reserve with

replenishment through NPCA’s operating general levy over a multi-year time frame.

In 2024, NPCA successfully acquired five properties (55 hectares) into public ownership, leveraging \$2.205M of external funding. Land securement provisions have been factored into the 2025 budget to continue to support this successful program and provide matching funding for grant opportunities.

NPCA’s 2025 budgets include a provision for land securement from each municipality as follows:

- Niagara Region                      \$269,750
- City of Hamilton                      \$159,734
- Haldimand County                      \$14,299

Summary - 2025 Draft Municipal Levy

The levy apportionment ratios are calculated from assessment data provided by MPAC and further revised based on Ontario Regulation 401/22 under the *Conservation Authorities Act*. 2025 Levy Apportionment Ratios break down as follows:

Table 1: 2025 Levy Apportionment

Municipality	2025	2024	Variance
Niagara	76.9078%	76.9641%	-0.0563%
Hamilton	21.1713%	21.1370%	0.0343%
Haldimand	1.9209%	1.8989%	0.0220%

A breakdown of municipal levies, including capital and land securement special levies, is provided in Table 2 below.

Table 2: 2025 Levy Summary, by Municipality

LEVY SUMMARY - 2025					
				Variance	
	2025	2024		Amount	%
<b>NIAGARA</b>					
General Levy	6,034,060	5,418,955		615,105	11.35%
Special Levy - Capital	1,655,273	1,601,271		54,002	3.37%
Special Levy - Land Securement	269,750	250,000		19,750	7.90%
<b>TOTAL</b>	<b>7,959,083</b>	<b>7,270,226</b>		<b>688,857</b>	<b>9.48%</b>
<b>HAMILTON</b>					
General Levy	1,661,065	1,488,232		172,833	11.61%
Special Levy - Capital	254,503	263,309	-	8,806	-3.34%
Special Levy - Land Securement	159,734	148,039		11,695	7.90%
<b>TOTAL</b>	<b>2,075,302</b>	<b>1,899,580</b>		<b>175,722</b>	<b>9.25%</b>
<b>HALDIMAND</b>					
General Levy	150,711	133,699		17,012	12.72%
Special Levy - Capital	19,924	14,679		5,245	35.73%
Special Levy - Land Securement	14,299	13,252		1,047	7.90%
<b>TOTAL</b>	<b>184,934</b>	<b>161,630</b>		<b>23,304</b>	<b>14.42%</b>
<b>CONSOLIDATED</b>					
General Levy	7,845,836	7,040,886		804,950	11.43%
Special Levy - Capital	1,929,700	1,879,259		50,441	2.68%
Special Levy - Land Securement	443,783	411,291		32,492	7.90%
<b>TOTAL</b>	<b>10,219,319</b>	<b>9,331,436</b>		<b>887,883</b>	<b>9.51%</b>

Additional details are included in Appendices 1 and 2.

### 2025 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:

- a) 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 will provide further refinement to the Asset State-of Good Repair Gap and funding requirements.
- b) Staff anticipates significant planning and growth pressures in the coming years in NPCA’s jurisdiction requiring NPCA to proactively invest in science and information to support decision making.
- c) Completion of NPCA 10 Year Strategic Plan has identified several gaps and priorities that NPCA must address in the coming years.
- d) *Conservation Authorities Act* amendments and associated regulations requires several 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 and erosion hazard mitigation projects.

An assessment of current unfunded budget priorities was prioritized by staff. These initiatives (\$16.235M), classified in six categories, are further detailed in Appendix 1.

### **Financial Implications:**

NPCA's 2025 Budgets and Municipal Levies have been developed in accordance with the existing levy guidelines of the *Conservation Authorities Act*. *Conservation Authorities Act* regulations specify the programs and services that Conservation Authorities must provide, requirements for service level agreements with partner municipalities, levy and budgets. Please note that Appendix 2 represents the 2025 Draft Budgets and Municipal Levies in the *Conservation Authorities 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: NPCA 2025 Draft Budgets & Municipal Levies – Historical Format

Appendix 2: NPCA 2025 Draft Budgets & Municipal Levies – CA Programs and Services Format

Appendix 3: NPCA 2025 Budget Book (*distributed separately*)

Available upon request:

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

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

Goal 4.1: Strengthen government relations toward collective outcomes and impact

Goal 5.2: Improve internal operations and processes

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:*

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Lise Gagnon, CPA, CGA  
Director, Corporate Services

**Reviewed and Submitted by:**

*Original Signed by:*

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

Niagara Peninsula Conservation Authority

# 2025 DRAFT BUDGETS & MUNICIPAL LEVIES

October 2024



Appendix 1 - Report No. FA-50-24

Page No.

2025 Draft Budget Summary ..... 1

2025 Municipal Levy Apportionment and Summary ..... 2

2025 Unfunded Budget Priorities ..... 3,4

## 2025 DRAFT BUDGET SUMMARY

<b>Operating Budget - Revenues</b>	<b>2025 Budget</b>	<b>2024 Budget</b>	<b>Variance</b>
Municipal Funding	7,845,836	7,040,886	804,950
Provincial Funding	537,574	540,660	-3,086
Federal Funding	1,562,960	212,323	1,350,637
Program Revenue	4,693,831	4,077,247	616,584
Other	1,455,756	1,432,053	23,703
<b>Total - Operating Revenues</b>	<b>16,095,957</b>	<b>13,303,169</b>	<b>2,792,788</b>
<b>Operating Budget - Expenses</b>	<b>2025 Budget</b>	<b>2024 Budget</b>	<b>Variance</b>
Salaries and benefits, Employee Related	10,595,982	8,972,903	1,623,079
Governance	32,764	41,000	-8,236
Professional Fees, Contractor Services	1,581,351	1,043,691	537,660
Materials & Supplies, Vehicles & Equipment	1,082,803	701,109	381,694
Occupancy Costs	838,989	795,892	43,097
Park Maintenance	665,734	654,143	11,591
Information Management/GIS	549,111	455,112	93,999
Marketing, Advertising, Printing, Signs	60,158	91,680	-31,522
Special Events (Festival, Holiday Trail)	215,176	211,260	3,916
Flood Forecasting & Water Quality	155,950	144,400	11,550
Miscellaneous	317,939	191,979	125,960
<b>Total - Operating Expenses</b>	<b>16,095,957</b>	<b>13,303,169</b>	<b>2,792,788</b>
<b>Capital and Special Projects</b>	<b>2025 Budget</b>	<b>2024 Budget</b>	<b>Variance</b>
Facilities	2,028,787	972,853	1,055,934
Equipment	314,598	552,158	- 237,560
Infrastructure (excluding facilities)	239,323	105,173	134,150
Data and Technology Assets	212,016	517,267	- 305,251
Land Management Plans	83,062	105,173	- 22,111
Health and Safety	51,915	52,587	-672
<b>Total - Capital &amp; Special Projects</b>	<b>2,929,701</b>	<b>2,305,211</b>	<b>624,490</b>
<b>Land Securement</b>	<b>443,783</b>	<b>411,291</b>	<b>32,492</b>
<b>TOTAL</b>	<b>19,469,441</b>	<b>16,019,671</b>	<b>3,449,770</b>

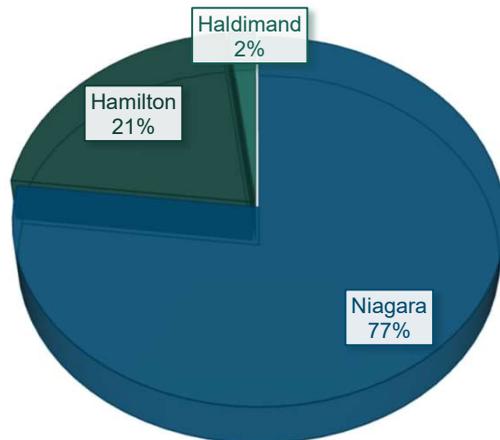
**2025 MUNICIPAL LEVY SUMMARY**

**Levy Apportionment - 2025**

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	2025 Levy Apportionment	2024 Levy Apportionment	Variance
Haldimand	25%	42,461	10,488	\$1.913B	1.9209%	1.8989%	0.0220%
Hamilton	21%	450,212	94,995	\$21.082B	21.1713%	21.1370%	0.0343%
Niagara	100%	373,586	373,586	\$76.583B	76.9078%	76.9641%	-0.0563%
<b>Total</b>		<b>866,259</b>	<b>479,069</b>	<b>\$99.578B</b>	<b>100.0000%</b>	<b>100.0000%</b>	

**2025 MUNICIPAL LEVY - CONSOLIDATED**



**LEVY SUMMARY - 2025**

	2025	2024	Variance	
			Amount	%
<b>NIAGARA</b>				
General Levy	6,034,060	5,418,955	615,105	11.35%
Special Levy - Capital	1,655,273	1,601,271	54,002	3.37%
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Special Levy - Capital	254,503	263,309	- 8,806	-3.34%
Special Levy - Land Securement	159,734	148,039	11,695	7.90%
<b>TOTAL</b>	<b>2,075,302</b>	<b>1,899,580</b>	<b>175,722</b>	<b>9.25%</b>
<b>HALDIMAND</b>				
General Levy	150,711	133,699	17,012	12.72%
Special Levy - Capital	19,924	14,679	5,245	35.73%
Special Levy - Land Securement	14,299	13,252	1,047	7.90%
<b>TOTAL</b>	<b>184,934</b>	<b>161,630</b>	<b>23,304</b>	<b>14.42%</b>
<b>CONSOLIDATED</b>				
General Levy	7,845,836	7,040,886	804,950	11.43%
Special Levy - Capital	1,929,700	1,879,259	50,441	2.68%
Special Levy - Land Securement	443,783	411,291	32,492	7.90%
<b>TOTAL</b>	<b>10,219,319</b>	<b>9,331,436</b>	<b>887,883</b>	<b>9.51%</b>

2025 UNFUNDED BUDGET PRIORITIES

Description	2025 Unfunded Priority	Proposed Funding Sources			
		Municipal Funding			Other
		Niagara	Hamilton	Haldimand	
<b>Integrated Watershed Strategies</b>					
Four Mile Creek Water Budget & Subwatershed Planning	100,000	100,000			
Invasive Species Strategy - Phase 2	20,000	15,382	4,234	384	
Climate Change Action Program Corporate Risk & Vulnerability Assessment	150,000	115,362	31,757	2,881	
Lakewood CA Restoration Plan Implementation	150,000	150,000			
Flood and Erosion Mitigation - Assessment and Design	2,000,000	1,538,156	423,426	38,418	
Non-Point Source Water Quality Best Management Practices Stewardship	200,000	153,816	42,343	3,842	
Shoreline Climate Modeling and Risk Assessment (incl Lake Erie Shoreline Hazard Mapping)	500,000	500,000			
Sustainable Technologies Program	260,000	199,960	55,045	4,994	
Urban Climate Stewardship for Nearshore Watershed (Land to Lake Initiative)	240,000	184,579	50,811	4,610	
<b>Total - Integrated Watershed Strategies</b>	<b>3,620,000</b>	<b>2,957,254</b>	<b>607,616</b>	<b>55,130</b>	<b>-</b>
<b>Natural Hazard Management</b>					
Upper Virgil Dam Erosion Protection	200,000	200,000			
Lower Virgil Dam Erosion Protection	200,000	200,000			
<b>Total - Natural Hazard Management</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Conservation Authority Act Requirements</b>					
Land Management Plans	125,000	96,135	26,464	2,401	
<b>Total - Conservation Authority Act Requirements</b>	<b>125,000</b>	<b>96,135</b>	<b>26,464</b>	<b>2,401</b>	<b>-</b>
<b>Corporate Services and Asset Management</b>					
Strategic Asset Management Policy/Planning	80,000	61,526	16,937	1,537	
Sustainable Technologies and Green Infrastructure	100,000	76,908	21,171	1,921	
IT Security Audit	50,000	38,454	10,586	960	
IT Equipment Upgrades	50,000	38,454	10,586	960	
Growth FTE's - Compliance Tech, GIS Tech, Records Management	250,000	192,270	52,928	4,802	
Operationalize Digital Strategy	500,000	384,539	105,857	9,605	
Corporate Support - Process Reviews	100,000	76,908	21,171	1,921	
Facilities - furniture, upgrades, EV Stations, etc.	250,000	192,270	52,928	4,802	
<b>Total - Corporate Services and Asset Management</b>	<b>1,380,000</b>	<b>1,061,328</b>	<b>292,164</b>	<b>26,508</b>	<b>-</b>
<b>Corporate Administration</b>					
NPCA Website Technical Maintenance & Redesign	50,000	38,454	10,586	960	
<b>Total - Corporate Administration</b>	<b>50,000</b>	<b>38,454</b>	<b>10,586</b>	<b>960</b>	<b>-</b>
<b>State of Good Repair (SOGR) / Health and Safety</b>					
Asset replacement and sustainment (amortization)	1,400,000	1,076,709	296,398	26,893	
Campground Upgrades	530,000	530,000			
Barn Storage Facility	200,000	200,000			
Automated Gates	330,000	330,000			
Furniture	25,000	19,227	5,293	480	
Lime Kiln Restoration	100,000	100,000			
New Metal Stairs for Bruce Trail	200,000				200,000
Interpretive and Wayfinding Signage	500,000	384,539	105,857	9,605	
Pavilion 1 Demolition	50,000		50,000		
Natural Playgrounds	750,000	500,000	250,000		
Main Boat Launch Upgrade	500,000		500,000		

2025 UNFUNDED BUDGET PRIORITIES

Description	2025 Unfunded Priority	Proposed Funding Sources			
		Municipal Funding			Other
		Niagara	Hamilton	Haldimand	
Northside Playground	125,000	125,000			
Drainage South Side	100,000	100,000			
Rebuild Comfort station #2 South Side	400,000	400,000			
Beach Washroom Renovations	50,000	50,000			
Electrical Upgrades	1,000,000	1,000,000			
New Pavilion	125,000	125,000			
Tile Drain in Day Use	125,000	125,000			
Roadway Improvements	1,000,000	769,078	211,713	19,209	
St. Johns Valley Centre Septic System	225,000	225,000			
Fencing for All Parks	300,000	230,723	63,514	5,763	
Waste bins for All Parks	30,000	23,072	6,351	576	
Outdoor Education Natural and Cultural Heritage Campus	1,000,000	1,000,000			
Morgan's Point Washroom Renovations	300,000	300,000			
Morgan's Point Boardwalk	150,000	150,000			
EV Charging Stations	170,000	140,000	30,000		
CFC - Back Up Generator	100,000	100,000			
CFC - Front Entrance (Pond Replacement)	300,000	300,000			
CFC - Replace Windows and Repair Siding	200,000	200,000			
Campground Upgrades - AODA Accessibility	100,000	100,000			
NPCA Net Zero Headquarters Planning, Feasibility Assessment & Design	75,000	57,681	15,878	1,441	
Historical Buildings Roof Repair	200,000	200,000			
<b>Total - State of Good Repair / Health and Safety</b>	<b>10,660,000</b>	<b>8,861,030</b>	<b>1,535,004</b>	<b>63,966</b>	<b>200,000</b>
<b>TOTAL 2025 UNFUNDED BUDGET PRIORITIES</b>	<b>16,235,000</b>	<b>13,414,200</b>	<b>2,471,834</b>	<b>148,966</b>	<b>200,000</b>

2025 Unfunded Budget Priorities					
Classification	Niagara	Hamilton	Haldimand	External	TOTAL
Integrated Watershed Strategies	2,957,254	607,616	55,130	-	3,620,000
Natural Hazard Management	400,000	-	-	-	400,000
Conservation Authority Act Requirements	96,135	26,464	2,401	-	125,000
Corporate Services and Asset Management	1,061,328	292,164	26,508	-	1,380,000
Corporate Administration	38,454	10,586	960	-	50,000
State of Good Repair (SOGR) / Health and Safety	8,861,030	1,535,004	63,966	200,000	10,660,000
	<b>13,414,200</b>	<b>2,471,834</b>	<b>148,966</b>	<b>200,000</b>	<b>16,235,000</b>

**Niagara Peninsula Conservation Authority**

**2025 Budgets and Municipal Levies (Budget by Programs and Services)**

**Appendix 2 - Report No. FA-50-24**

Dept	Description	Category	Levy				Non-Levy			TOTAL BUDGET
			Niagara	Hamilton	Haldimand	Total Levy	Provincial	Federal	Self-Generated	
<b>General Levy - Category 1 and 2</b>										
<b>Natural Hazard Management</b>										
301	Flood Forecasting and Warning	1	246,229	67,782	6,150	320,161	31,000			351,161
157	Flood and Erosion Management	1	56,243	15,483	1,405	73,131	5,200			78,331
323	Water Resources	1	46,448	12,786	1,160	60,394				60,394
345	Environmental Planning and Policy	1 & 2	214,126	58,945	5,348	278,419			170,000	448,419
361	Planning and Permitting	1 & 2	223,986	61,659	5,594	291,239	38,600		601,000	930,839
371	Compliance and Enforcement	1	491,365	135,264	12,273	638,901			55,100	694,001
391	Planning Ecology	1 & 2	175,854	48,409	4,392	228,655				228,655
125	Regulatory Mapping Technical Studies	1	85,694	23,590	2,140	111,424				111,424
<b>TOTAL</b>			<b>1,539,943</b>	<b>423,918</b>	<b>38,463</b>	<b>2,002,324</b>	<b>74,800</b>	<b>-</b>	<b>826,100</b>	<b>2,903,224</b>
<b>Watershed Resource Management and Climate Change</b>										
New	Watershed-based Resource Management Strategy	1	-	-	-	-	-	-	-	-
265	Watershed Monitoring and Reporting	1	297,419	81,874	7,429	386,721				386,721
217	Special Projects (groundwater sampling)	1	12,690	3,493	317	16,500				16,500
303	Climate Change Resilience	1	73,225	20,158	1,829	95,212		29,323	5,000	129,535
<b>TOTAL</b>			<b>383,334</b>	<b>105,525</b>	<b>9,574</b>	<b>498,433</b>	<b>-</b>	<b>29,323</b>	<b>5,000</b>	<b>532,756</b>
<b>Other Watershed Related Programs</b>										
205	Drinking Source Water Protection	1				-	181,234			181,234
<b>TOTAL</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>181,234</b>	<b>-</b>	<b>-</b>	<b>181,234</b>
<b>Conservation Authority Lands and Conservation Areas</b>										
489	Section 29 Enforcement and Compliance	1	76,577	21,080	1,913	99,570				99,570
427	Land Care Program	1	77,076	21,218	1,925	100,219			80,000	180,219
357	Land Management Planning	1	281,073	77,374	7,020	365,467				365,467
119	Ecology	1	110,138	30,319	2,751	143,208				143,208
<b>TOTAL</b>			<b>544,864</b>	<b>149,991</b>	<b>13,609</b>	<b>708,464</b>	<b>-</b>	<b>-</b>	<b>80,000</b>	<b>788,464</b>
<b>Enabling Services</b>										
101/107/127	Corporate Services (incl HR, Corp Sup, AM)	1	752,774	207,224	18,802	978,800	37,840	252,069	845,651	2,114,360
105	Financial Services	1	265,816	73,174	6,639	345,630				345,630
109/131	Information Management and Technology	1	697,286	191,950	17,416	906,652				906,652
103/150	Governance and Corporate Administration	1	407,288	112,119	10,173	529,579	15,200			544,779
111	Communications, Marketing and Public Relations	1	400,197	110,167	9,996	520,359				520,359
801	Vehicles and Equipment	1	218,137	60,049	5,448	283,635				283,635
153/155	Asset Management	1	59,245	16,309	1,480	77,034				77,034
<b>TOTAL</b>			<b>2,800,743</b>	<b>770,993</b>	<b>69,953</b>	<b>3,641,689</b>	<b>53,040</b>	<b>252,069</b>	<b>845,651</b>	<b>4,792,449</b>
<b>TOTAL GENERAL LEVY</b>			<b>5,268,884</b>	<b>1,450,426</b>	<b>131,599</b>	<b>6,850,910</b>	<b>309,074</b>	<b>281,392</b>	<b>1,756,751</b>	<b>9,198,127</b>
<b>General Levy - Category 3 - Cost Apportionment MOU</b>										
<b>Watershed Resource Management and Climate Change</b>										
227	Restoration	3	209,670	57,718	5,237	272,625			21,181	293,806
123	Community Engagement and Stewardship	3	211,685	58,273	5,287	275,245				275,245
343	Integrated Watershed Planning	3	343,822	94,648	8,588	447,057				447,057
<b>TOTAL</b>			<b>765,176</b>	<b>210,639</b>	<b>19,112</b>	<b>994,927</b>	<b>-</b>	<b>-</b>	<b>21,181</b>	<b>1,016,108</b>
<b>TOTAL GENERAL LEVY - CATEGORY 3</b>			<b>765,176</b>	<b>210,639</b>	<b>19,112</b>	<b>994,927</b>	<b>-</b>	<b>-</b>	<b>21,181</b>	<b>1,016,108</b>
<b>Special Levy</b>										
TDB	Capital and Special Projects	1	1,655,273	254,503	19,924	1,929,700			1,000,000	2,929,700
TDB	Land Securement	2	269,750	159,734	14,299	443,783				443,783
<b>TOTAL SPECIAL LEVY</b>			<b>1,925,023</b>	<b>414,237</b>	<b>34,223</b>	<b>2,373,483</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>3,373,483</b>
<b>Fee for Service - Schedule A</b>										

**Niagara Peninsula Conservation Authority**

**2025 Budgets and Municipal Levies (Budget by Programs and Services)**

**Appendix 2 - Report No. FA-50-24**

Dept	Description	Category	Levy				Non-Levy			TOTAL BUDGET
			Niagara	Hamilton	Haldimand	Total Levy	Provincial	Federal	Self-Generated	
265	Watershed Monitoring and Reporting						-	-	191,500	191,500
<b>TOTAL FEE FOR SERVICE - SCHEDULE A</b>			-	-	-	-	-	-	191,500	191,500
<b>Provincial, Federal, Authority Generated</b>										
<b>Other Watershed Related Programs</b>										
241	Niagara River Remedial Action Plan	3					228,500	120,000		348,500
307	Trees for All	3					-	697,009	563,651	1,260,660
133	Natural Asset Management	3							108,000	108,000
321/335	Climate Resilient Coastal Communities Program	3						364,559		364,559
<b>TOTAL</b>							<b>228,500</b>	<b>1,181,568</b>	<b>671,651</b>	<b>2,081,719</b>
<b>Conservation Authority Lands and Conservation Areas</b>										
395/401/403/405	Active Recreation Programs	3						100,000	3,005,980	3,105,980
407/411										
413	Educational Programming	3							502,524	502,524
New	Land Management, Other Agencies	3					-			-
<b>TOTAL</b>							<b>-</b>	<b>100,000</b>	<b>3,508,504</b>	<b>3,608,504</b>
<b>TOTAL PROVINCIAL, FEDERAL, AUTHORITY GENERATED</b>							<b>228,500</b>	<b>1,281,568</b>	<b>4,180,155</b>	<b>5,690,223</b>
<b>GRAND TOTAL</b>										
			<b>7,959,084</b>	<b>2,075,302</b>	<b>184,934</b>	<b>10,219,320</b>	<b>537,574</b>	<b>1,562,960</b>	<b>7,149,587</b>	<b>19,469,441</b>

<b>SUMMARY</b>									
Operating	6,034,061	1,661,065	150,711	7,845,837	537,574	1,562,960	6,149,587	16,095,958	
Capital	1,655,273	254,503	19,924	1,929,700	-	-	1,000,000	2,929,700	
Land Securement	269,750	159,734	14,299	443,783	-	-	-	443,783	
<b>TOTAL</b>	<b>7,959,084</b>	<b>2,075,302</b>	<b>184,934</b>	<b>10,219,320</b>	<b>537,574</b>	<b>1,562,960</b>	<b>7,149,587</b>	<b>19,469,441</b>	

**Report To: Board of Directors**

**Subject: Draft Watershed-based Resource Management Strategy**

**Report No: FA-52-24**

**Date: October 18, 2024**

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**Recommendation:**

**THAT** Report No. FA-52-24 RE: Draft Watershed-based Resource Management Strategy BE **RECEIVED**;

**AND THAT** staff **BE AUTHORIZED** to post the draft Watershed Strategy for public comment for three weeks;

**AND THAT** the draft Watershed Strategy be circulated to the NPCA partner municipalities;

**AND FURTHER THAT** the Watershed Strategy be brought forward for Board approval on or before December 13, 2024.

**Purpose:**

To provide an update to the NPCA Board of Directors regarding the development of the Watershed-based Resources Management Strategy (Watershed Strategy) required under the *Conservation Authorities Act* and recommend that the draft Watershed Strategy be made available to the public and municipal partners for a commencing period of three weeks.

**Background:**

The Watershed Strategy is being developed in response to Ontario Regulation 686/21: Mandatory Programs and Services, which is made under section 21.1(1)2 of the *Conservation Authorities Act*. This regulation outlines the specific programs and services that all Conservation Authorities must provide within their jurisdiction, including the development of a Watershed-based Resource Management Strategy.

The purpose of the Watershed Strategy is to assist NPCA with evolving or enhancing the delivery of its programs and services and improve efficiencies and their effectiveness in supporting mandatory programs of the *Conservation Authorities Act*. The Watershed Strategy will effectively guide the NPCA in managing watershed resources sustainably. Key objectives include enhancing watershed health through integrated watershed management, promoting climate resilience, and incorporating stakeholder input. The Watershed Strategy supports NPCA's commitment to protecting the Niagara Peninsula's unique watershed and promoting community engagement.

The Watershed Strategy must be completed by December 31, 2024, and must include a consultation process with stakeholders and the public. NPCA is committed to ensuring that the Watershed Strategy is prepared transparently and that it is made publicly available to guide the sustainable management of watershed resources across the Niagara Peninsula.

### **Discussion:**

The Watershed Strategy will incorporate guiding principles and objectives from NPCA's 10-year Strategic Plan that shape the design and delivery of mandatory programs and services. NPCA's inherent Integrated Watershed Management (IWM) approach to conservation that recognizes water is a valuable resource that should be managed sustainably in conjunction with natural resources like fisheries, wildlife, and land, will be preserved throughout the Watershed Strategy. IWM involves managing human activities and natural resources within watershed boundaries through adaptive practices that ensure sustainability. This method enables the NPCA to make informed, science-based resource management decisions to protect watershed health. The Watershed Strategy will also include a comprehensive summary of the data and technical information that NPCA relies on to support its program delivery.

Most significantly, the Watershed Strategy will identify potential issues and risks that could hinder the effective delivery of mandatory programs and services, along with targeted actions to mitigate these challenges. This framework for the Watershed Strategy provides a structured approach for periodically reviewing NPCA's Inventory of Programs and Services, ensuring that program descriptions and language remain consistent across all NPCA initiatives. By doing so, the strategy will help pinpoint opportunities to enhance or sustain watershed health, enabling NPCA to continuously adapt its efforts to meet evolving resource management needs within the Niagara Peninsula.

### Engagement Summary

Public input to the Watershed Strategy is critical to shape a resilient and sustainable future for our shared watershed. Watershed resident input on how the community benefits from NPCA's programs and services and what issues or risks they perceive may affect their effectiveness is highly sought. NPCA took a

comprehensive approach to public engagement for the Strategy, which included using a range of tools and methods for engaging with Indigenous communities, members of the public, local area municipalities, as well as a wide range of residents and interested parties. An engagement plan was presented to the Public Advisory Committee (PAC) in May 2024 which outlined a schedule of engagement milestones and primary goals of the engagement process for the Strategy.

Feedback from the public and interested parties was elicited through NPCA's 'Get Involved' public engagement portal wherein an informative discussion paper including an inventory and description of current programs and services, frequently asked questions, related documents, and a short public survey for comment has been published. NPCA hosted a hybrid Public Information Centre (PIC) on September 24 which was live-streamed and saved on our YouTube channel for individuals that could not attend. A total of 24 people registered for the PIC, with six people attending in person and five attending online.

### **Financial Implications:**

The development of the Watershed-based Resource Management Strategy is funded through the Operating Budget.

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

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

Goal 2.2: Lead an integrated watershed management approach to support planning and policy for protection and enhancing watersheds.

Goal 4.2: Foster relationships with the community, non-government organizations, businesses, agriculture, industry, and academic institutions for collective outcomes and impact.

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

Appendix 1: Watershed-based Resource Management Strategy (*distributed separately*)

### **Authored by:**

*Original Signed by:*

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Geoffrey Verkade  
Senior Manager, Integrated Watershed Strategies

**Reviewed and Submitted by:**

*Original Signed by:*

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Leilani Lee-Yates, BES, MSPL.RPD, MCIP, RPP  
Chief Administrative Officer/Secretary-Treasurer  
Interim Director, Watershed Strategies and Climate Change

**Report To: Board of Directors**

**Subject: Draft Conservation Area Strategy**

**Report No: FA-51-24**

**Date: October 18, 2024**

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**Recommendation:**

**THAT** Report No. FA-51-24 RE: Draft Conservation Area Strategy BE **RECEIVED**;

**AND THAT** staff **BE AUTHORIZED** to post the draft Conservation Area Strategy for public comment for three weeks;

**AND THAT** the draft Conservation Area Strategy be circulated to the NPCA partner municipalities;

**AND FURTHER THAT** the Conservation Area Strategy be brought forward for Board approval on or before December 13, 2024;

**Purpose:**

To provide an update to the NPCA Board of Directors regarding the development of the Conservation Area Strategy required under the *Conservation Authorities Act* and recommend the Draft Conservation Area Strategy be made available to the public and municipal partners for a commenting period of three weeks.

**Background:**

Ontario Regulation (O. Reg.) 686/21: Mandatory Programs and Services requires all conservation authorities to complete a Land Inventory and Conservation Area Strategy by December 31, 2024.

The Land Inventory and Conservation Area Strategy specifically address NPCA land holdings. NPCA has been working with Conservation Ontario and fellow Conservation Authorities to develop a consistent approach to Strategy development based on local customized needs of each conservation authority. O. Reg. 686/21 sets out specific requirements for the Strategy such as:

- Objectives established by the authority that will inform the authority's decision-making related to the lands it owns and controls, including decisions related to policies governing the acquisition and disposition of such lands.
- Identification of the mandatory and non-mandatory programs and services that are provided on land owned and controlled by the authority, including the sources of financing for these programs and services.
- Where the authority considers it advisable to achieve the objectives, an assessment of how the lands owned and controlled by the authority may,
  - Augment any natural heritage located within the authority's area of jurisdiction; and
  - Integrate with other provincially or municipally owned lands or other publicly accessible lands and trails within the authority's area of jurisdiction.
- The establishment of land use categories for the purpose of classifying lands in the NPCA's land inventory based on the types of activities on each parcel of land or other matters of significance related to the parcel.
- A process for the periodic review and updating of the conservation area strategy by the authority, including procedures to ensure stakeholders and the public are consulted during the review and update process.

The regulation also stipulates that the conservation authority shall ensure stakeholders and the public are consulted during the preparation of the Strategy and that the Strategy be made publicly available.

**Discussion:**

The draft Strategy is designed to provide high level guidance and direction for planning and management of NPCA conservation areas. Specific goals and objectives will provide direction for management and long-term planning for our conservation areas. Details on programs and services and the land use classifications will inform the general purpose for each conservation area. The Strategy explores how NPCA's system of conservation areas augments local or regional natural heritage features and how they connect to local public lands.

The Strategy is not intended to provide specific direction for daily management or planning of conservation areas. Addressing priorities such as invasive species management, greenspace accessibility, or capital development will come through action plans to be developed in conjunction with annual work plans and Board priorities starting in 2025. Budgeting for capital projects will be informed by the Asset Management Plan.

Much of the site-specific priority work will be addressed in management plans that will be developed for each NPCA conservation area. These plans may include projects such as trail development, restoration projects, invasive species removal, and capital development. Examples of other watershed-wide actionable priorities

could include an Invasive Species Strategy, Indigenous Placemaking Strategy, Watershed Trail Strategy, or a Greenspace Accessibility Plan.

Each management plan or watershed-wide strategy or plan will be supported with additional, extensive engagement activities including Board review and approval. Key components of the Conservation Area Strategy are summarized below with the full draft Strategy included as Appendix 1.

### Goals and Objectives

The draft Strategy includes a series of five Goals with each one created to support priorities identified in the NPCA Strategic Plan 2021-2031. Each of the Goals are also aligned with NPCA's inventory of Programs and Services such that our focus will be on Category 1 mandatory services while also providing justification and support for potential Category 2 and 3 programs and services at our conservation areas. The five Goals are as follows:

1. Protection and Management
2. Greenspace Access and Connectivity
3. Sustainability and Enhancement
4. Climate Change Adaptation and Mitigation
5. Engagement and Collaboration

Supporting objectives are designed to inform an action plan that will identify current and future priorities that are easily actionable and measurable for specific NPCA conservation areas or for watershed-wide performance indicators.

### Conservation Area Classification

Through the draft Strategy, NPCA staff have also classified each conservation area into one of four land use categories as informed with expertise from a Conservation Ontario working group. The four categories are:

1. Conservation Area – Active Recreation
2. Conservation Area – Passive Recreation
3. Natural Heritage
4. Administration Area

These broad categories are meant to identify the general purpose of each conservation area, not specific programs or activities for a conservation area. Conservation area management plans will provide opportunities to further refine these classifications to allocate programs and activities to specific zones within the property as well as options to prioritize certain conservation areas over others to focus allocation of staff and budgetary resources.

Four (4) conservation areas are classified as Active; eight (8) as Passive; twenty-seven (27) as Natural Heritage; and two (2) as Administration Area.

Based on these results, NPCA has 1842 hectares or 61% of our conservation areas classified as Natural Heritage. This is a healthy balance between more accessible conservation areas and those that have a greater focus on protection with limited facilities and is consistent with other Conservation Authorities.

### Augmenting Natural Heritage

The Strategy assesses how NPCA conservation areas augment natural heritage and integrate with other Provincially or municipally owned lands and other publicly accessible lands and trails in the watershed.

Throughout this section, the NPCA demonstrates how our conservation areas fit within the significant natural heritage features, including the Niagara Escarpment Parks and Open Spaces System (NEPOSS), and local and Provincial natural heritage systems. Further to this, the assessment noted that NPCA conservation areas are important natural areas for residents and visitors that could be better connected to local parks, and other conserved areas through strategic land acquisitions and collaboration. The Strategy assessment indicates that there are many opportunities for connections between NPCA conservation areas and local trails and parks and these opportunities are supported by the goals and objectives of the Strategy, the Land Securement Strategy, and the NPCA's Strategic Plan.

### Engagement Summary

NPCA took a comprehensive approach to public engagement for the Strategy, which included using a range of tools and methods for engaging with Indigenous communities, members of the public, local area municipalities, as well as a wide range of residents and interested parties. An engagement plan was presented to the Public Advisory Committee (PAC) in May 2024 which outlined a schedule of engagement milestones and primary goals of the engagement process for the Strategy including: gathering input on goals and objectives for managing conservation areas; identifying priorities for land use and conservation activities; and, ensuring public and stakeholder feedback on the classification and use of conservation lands.

The [Get Involved](#) portal was used as the main landing page for the project which included a survey and Discussion Paper to provide background information about the CA Strategy. NPCA hosted a hybrid Public Information Centre (PIC) on September 24 which was live-streamed and saved on our YouTube channel for individuals that could not attend. A total of 23 people registered for the PIC, with four people attending in person and nine attending online.

### **Financial Implications:**

The development of the Conservation Area Strategy is funded through the Operating Budget.

## Links to Policy/Strategic Plan:

- Goal 1.1: Support evidence-based decision-making for climate-resilient watersheds and shorelines.
- Goal 1.3: Restore and enhance natural habitat, water resources, and forest cover.
- Goal 1.4: Manage NPCA lands to increase biodiversity, habitat connectivity, and natural cover.
- Goal 3.1: Create equitable access to greenspace for the health and well-being of people
- Goal 3.2: Lead nature education, environmental stewardship, and volunteerism.
- Goal 3.3: Improve cultural connections and heritage appreciation.
- Goal 4.1: Strengthen government relations toward collective outcomes and impact.
- Goal 4.2: Foster relationships with the community, non-government organizations, businesses, agriculture, industry, and academic institutions for collective outcomes and impact.
- Goal 4.3: Improve engagement with local First Nations, Métis, and Inuit peoples that supports shared stewardship.
- Goal 5.4 Demonstrate leadership in addressing climate change and sustainable practices through NPCA lands and operations

## Related Reports and Appendices:

Appendix 1: Draft Conservation Area Strategy (*distributed separately*)

## Authored by:

*Original Signed by:*

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Eric Baldin  
Manager, Land Planning

## Reviewed by:

*Original Signed by:*

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Lise Gagnon  
Director, Corporate Services

## Submitted by:

*Original Signed by:*

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Leilani Lee-Yates, BES, MSPL.RPD, MCIP, RPP  
Chief Administrative Officer/Secretary-Treasurer  
Interim Director, Watershed Strategies and Climate Change

**PUBLIC ADVISORY COMMITTEE  
MEETING MINUTES**

**Tuesday, September 17, 2024**

**5:00 PM**

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**MEMBERS PRESENT:** David Cribbs, Vice Chair  
Julia Baird  
Philip Beale  
Lennie Aarts  
George McKibbon  
William Rapley  
David Wylie

**MEMBERS ABSENT:** Albert Witteveen, Chair  
Lageera Chatheechan  
Lesley Clarke  
Cindilee Ecker-Flagg  
Jonathan Musso  
Naheed Qureshi  
John Metcalfe, ex-officio

**STAFF PRESENT:** Leilani Lee-Yates, CAO / Secretary-Treasurer  
Wendy Baldin, Manager, Digital Transformation & IT  
Kerry Royer, Specialist, Land Planning  
Eric Baldin, Manager, Land Planning  
Geoff Verkade, Senior Manager, Integrated Watershed  
Strategies  
Melanie Davis, Manager, Office of the CAO & Board  
Sofia Zavarella, Manager, Communications & Public  
Relations

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**1. OPENING WELCOME**

CAO/Secretary – Treasurer, Leilani Lee-Yates, provided opening remarks and welcomed Committee Members.

**2. APPROVAL OF AGENDA**

Recommendation No. PAC-12-24

Moved by: Lennie Aarts

Seconded by: David Wylie

**THAT** agenda for the Public Advisory Committee meeting held on

September 17, 2024 **BE AMMENDED** to address Item 8.1 immediately following Item 4.1

**3. DECLARATIONS OF CONFLICT OF INTEREST**

None.

**4. APPROVAL OF MINUTES**

**4.1 Public Advisory Committee meeting dated May 25, 2024.**

Recommendation No. PAC-13-24

Moved by: Philip Beale

Seconded by: Tracy Boese

**THAT** the Minutes of the Public Advisory Committee meeting dated May 25, 2024 **BE APPROVED**.

**CARRIED**

**8. CONSENT ITEMS**

**8.1 Report No. PAC-04-24 RE: Open Data GIS Portal – Watershed Explorer**

Recommendation No. PAC-14-24

Moved by: Julia Baird

Seconded by: Tracy Boese

**THAT** Report No. PAC-04-24 RE: Open Data GIS Portal – Watershed Explorer **BE RECEIVED**.

**CARRIED**

**5. CORRESPONDENCE**

Recommendation No. PAC-15-24

Moved by: Lennie Aarts

Seconded by: George McKibbon

**THAT** the following correspondence items presented at the September 17, 2024 PAC meeting **BE RECEIVED**:

- Correspondence from NPCA RE: Notice of Public Information Centre – Conservation Area Strategy; and
- Correspondence from NPCA RE: Notice of Public Information Centre – Watershed-based Resource Management Strategy.

**CARRIED**

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**6. PRESENTATIONS**

**6.1 Conservation Area Strategy – Discussion Paper and Preliminary Feedback.**

Eric Baldin, Manager, Land Planning, and Kerry Royer, Conservation Area Land Planning Specialist provided a presentation on the above noted. Discussion ensued regarding programming for older adults and families. Members emphasized the importance of connecting the Strategy to regulatory requirements.

Recommendation No. PAC-16-24

Moved by: George McKibbon

Seconded by: William Rapley

**THAT** the presentation regarding NPCA’s Conservation Area Strategy – Discussion Paper and Preliminary Feedback **BE RECEIVED.**

**CARRIED**

**6.2 Watershed-based Resource Management Strategy – Discussion Paper and Preliminary Feedback.**

CAO/Secretary-Treasurer, Leilani Lee-Yates and Geoff Verkade, Senior Manager, Integrated Watershed Strategies provided a presentation on the above noted. Discussion regarding increased complexities in flood insurance claims along the shorelines ensued.

Members expressed identifying areas of prioritization as high importance. Members identified the need for science brokering and quantitative methods to better understand system needs and cumulative impacts of increased growth pressures.

Recommendation No. PAC-17-24

Moved by: Philip Beale

Seconded by: Julia Baird

**THAT** the presentation regarding NPCA’s Watershed-based Resource Management Strategy – Discussion Paper and Preliminary Feedback **BE RECEIVED.**

**CARRIED**

**7. DELEGATIONS**

None.

**9. DISCUSSION ITEMS**

None.

## 10. COMMITTEE REPORTS

None.

## 11. NEW BUSINESS

Discussion regarding the importance of prioritization of wayfinding signage and AODA compliance ensued. Members expressed interest in receiving a progress report on signage.

### Recommendation No. PAC-18-24

Moved by: Philip Beale

Seconded by: David Cribbs

**THAT** the Public Advisory Committee endorse initiatives enhancing the adequacy and accessibility of signage at Conservation Areas;

**AND THAT** the Public Advisory Committee endorses the investment in physical and digital wayfinding and interpretative signage as an area of focus in the 2025 Budget;

**AND FURTHER THAT** staff present a progress report on signage updates to the Public Advisory Committee on or before November 26, 2024.

**CARRIED**

Discussion regarding Committee attendance and representative vacancies ensued.

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

- Member Beale shared a volunteer update in preparation for the Ball's Falls Thanksgiving Festival, encouraged PAC Members to attend October 11-14, 2024.
- Member Boese noted that overwhelming positive feedback was received after hosting Métis Nation of Ontario's Harvest Dinner at Ball's Falls.
- Member Baird shared a funding update for World Water Day and expressed deep appreciation for NPCA's continued partnership on the event.
- Member McKibbin shared that a land use technician course he teaches at McMaster will be modified to be taught at the graduate level.
- Member Aarts shared an update on notable impacts of climate change in the agricultural community.
- Member Cribbs shared that consultation on the Official Plan in the Town of Pelham is kicking off in the fall.

**12. ADJOURNMENT**

Recommendation No. PAC-19-24

Moved by: Philip Beale

Seconded by: Tracy Boese

**THAT** the Public Advisory Committee meeting **ADJOURN** at 7:10 p.m.

**CARRIED**

**Finance Committee  
MINUTES  
Hybrid Meeting  
Niagara Peninsula Conservation Authority  
3350 Merrittville Hwy., Thorold ON  
Wednesday, September 25, 2024, 9:00 a.m.**

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**ATTENDANCE:** Stew Beattie  
Rob Foster, Chair  
Brian Grant  
John Metcalfe  
Patrick O'Neill

**REGRETS:** Mark Tadeson

**STAFF PRESENT:** Leilani Lee-Yate, CAO & Secretary-Treasurer  
Lise Gagnon, Director, Corporate Services  
Adam Christie, Director, Conservation Areas  
Melanie Davis, Manager, Office of the CAO & Board  
Eric Gervais, Manager, Corporate Support Services  
Cathy Coverdale, Manager, Financial Services

Chair Foster called the meeting to order at 9:00 a.m.

**1. APPROVAL OF AGENDA**

Recommendation No. FC-17-2024

Moved by: Patrick O'Neill

Seconded by: Brian Grant

**THAT** the Finance Committee meeting agenda September 25, 2024 **BE APPROVED.**

**CARRIED**

**2. DECLARATIONS OF CONFLICT OF INTEREST**

None.

**3. APPROVAL OF THE MINUTES**

**3.1. Minutes of the NPCA Finance Committee dated July 24, 2024**

Recommendation No. FC-18-2024

Moved by: John Metcalfe

Seconded by: Brian Grant

**THAT** the Finance Committee minutes dated July 24, 2024 **BE RECEIVED**.

**CARRIED**

**4. CORRESPONDENCE**

None.

**5. PRESENTATIONS**

None.

**6. DELEGATIONS**

None.

**7. CONSENT ITEMS**

None.

**8. DISCUSSION ITEMS**

**8.1. Report No. FC-10-24 RE: 2025 Draft Operating Budgets and Municipal Levies**

Lise Gagnon, Director, Corporate Services, provided an overview of the report noted with a presentation. Discussion ensued regarding key drivers, capital repairs, and identified unfunded priorities. Further discussion regarding the investment in staff, capital priorities, and financial constraints within municipalities ensued.

Recommendation No. FC-19-2024

Moved by: John Metcalfe

Seconded by: Stew Beattie

**THAT** Report No. FC-10-24 RE: 2025 Draft Budgets and Municipal Levies **BE RECEIVED**;

**AND FURTHER THAT** the Finance Committee is recommending that the Board of Directors **CONSIDER** and **APPROVE** the following recommendations:

**THAT** the 2025 Draft Budgets & Municipal Levies **BE APPROVED** at the Board of Directors meeting on October 18, 2024 for discussion with municipal staff, in accordance with Board approved Budget Assumptions;

**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;

**THAT** the list of 2025 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2025 budget through collaborative projects or external funding;

**THAT** NPCA staff **REPORT** the results of discussions with municipal staff to the 2025 Q2 Finance Committee and Board of Directors meetings;

**AND FURTHER THAT** a copy of the 2025 Draft Budgets and Municipal Levies **BE FORWARDED** to partner municipalities in advance of the October 18, 2024 NPCA Board of Directors meeting.

**CARRIED**

## **9. NEW BUSINESS**

## **10. CLOSED SESSION**

None.

## **11. ADJOURNMENT**

**The Finance Committee meeting was adjourned at 9:50 a.m.**