

NIAGARA PENINSULA CONSERVATION AUTHORITY
Board of Directors Meeting
September 20, 2024, 9:00a.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, 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, July 19, 2024

Page 1

3.2. Closed Session Minutes of the Full Authority Meeting dated July 19, 2024 (*distributed separately*)

3.3. Minutes of the Full Authority Special Meeting, dated August 15, 2024

Page 9

3.4. Closed Session Minutes of the Full Authority Special Meeting, dated August 15, 2024 (*distributed separately*)

4. CHAIR'S UPDATE

5. CORRESPONDENCE

5.1. Correspondence dated August 13, 2024 from HOPA Ports RE: Great Lakes Centre in Port Colborne Moving Ahead

Page 11

5.2. Correspondence dated August 26, 2024 from Conservation Ontario RE: Conservation Ontario's comments on the "Proposed Modernization of the Emergency Management and Civil Protection Act" (ERO # 019-8860)

Page 13

5.3. Correspondence dated August 29, 2024 from Conservation Ontario RE: Conservation Ontario's comments on "Improving Accessible Built Environment Standards"

Page 15

**5.4. Correspondence dated September 3, 2024 from Niagara Region RE:
2025 Budget Strategy CSD-29-2024**

Page 22

**5.5. Correspondence dated September 5, 2024 from Niagara Region RE:
Niagara Peninsula Conservation Authority (NPCA) Board of Directors
Vacancy CL-C 73-2024**

Page 39

6. PRESENTATIONS

7. DELEGATIONS

8. CONSENT ITEMS

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

Page 40

9. DISCUSSION ITEMS

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

Page 45

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

Page 48

**9.3. Report No. FA-48-24 RE: Master Service Agreement with Vineland
Research and Innovation Centre for Preparing a Roadmap to 1 Million
Trees**

Page 54

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

Page 58

10. COMMITTEE REPORTS

10.1. Finance Committee Minutes, dated July 24, 2024

Page 62

10.2. CAO Selection Oversight Committee Minutes, dated August 2, 2024

Page 66

11. MOTIONS

12. NOTICES OF MOTION

13. NEW BUSINESS

13.1 Verbal update RE: Niagara Peninsula Conservation Foundation

14. CLOSED SESSION

**14.1. Labour relations, human resource or employee negotiations –
Confidential Report No. FA-49-24 RE: OPSEU Collective Bargaining
Agreement (*distributed separately*)**

15. ADJOURNMENT

NIAGARA PENINSULA CONSERVATION AUTHORITY
Board of Directors Meeting
July 19, 2024, 9:00a.m.
Carolinian Hall
3350 Merrittville Hwy., Thorold ON
MINUTES

MEMBERS PRESENT: S. Beattie, Vice Chair
D. Cridland
R. Foster
B. Grant
D. Huson
P. O'Neill
M. Seaborn

MEMBERS ABSENT: B. Clark
J. Metcalfe
M. Tadeson

STAFF PRESENT: C. Sharma, CAO/Secretary-Treasurer
E. Baldin, Manager, Land Planning
A. Christie, Director, Conservation Areas
M. Davis, Manager, Office of the CAO & Board
D. Deluce, Senior Manager, Environmental Policy & Planning
J. Diamond, Manager, Water Quality Monitoring & Reporting
M. Ferrusi, Manager, People & Performance
L. Gagnon, Director, Corporate Services
N. Green, Manager, Climate Change & Special Programs
L. Lee-Yates, Director, Watershed Strategies & Climate Change
S. Miller, Senior Manager, Infrastructure Engineering & Asset Management
A. Powell, Manager, Conservation Areas Programs & Services
G. Shaule, Administrative Assistant
S. Zavarella, Manager, Communications & PR

OTHERS PRESENT: A. Taylor, Green Analytics
J. Wilson, Green Analytics

The meeting was called to order at 9:11 a.m.

1. APPROVAL OF AGENDA

Discussion regarding an additional item under Committee Reports in the addendum package ensued. Vice Chair Beattie noted that Item 9.2 is related to the presentation and suggests they be addressed consecutively.

Resolution No. FA-78-2024

Moved by: Robert Foster

Seconded by: Michelle Seaborn

THAT the Agenda for the Full Authority Board Meeting held on Friday, July 19, 2024, **BE AMENDED** to include the addition of Item 10.1 under Committee reports, and address Item 9.2 immediately following Item 6.1.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None.

3. APPROVAL OF MINUTES

Resolution No. FA-79-2024

Moved by: Donna Cridland

Seconded by: Robert Foster

THAT the Minutes of the Full Authority Meeting and Closed Session Minutes dated June 21, 2024 **BE APPROVED**.

CARRIED

4. CHAIR'S UPDATE

- Vice Chair Beattie acknowledged NPCA staff's efforts in hosting UNESCO evaluators, Sarah from Ireland, and Jakob from Denmark. Evaluators visited Ball's Falls, St. Johns, Wainfleet Wetlands and Morgan's Point. Niagara Geopark's Manager, Aydan Drumm, was thanked for their efforts on this initiative.
- Congratulations were extended to Director Lee-Yates for accepting the role of Director, Watershed Strategies & Climate Change.
- Acknowledgements and gratitude were extended to CAO Sharma at her final Full Authority Board meeting with the NPCA. Vice Chair Beattie yielded the floor to CAO Sharma.
- CAO Sharma expressed gratitude to staff, NPCA past and present Board, community partners and partner municipalities for ongoing their support and dedication to advance conservation efforts.
- Acknowledged that the positive impact of a conservation authority's work can not be underestimated as environmental and land use challenges pose increasingly complex issues in the Niagara Peninsula watershed.

Chair Metcalfe joined the meeting and assumed Chair at 9:38 a.m.

5. CORRESPONDENCE

Resolution No. FA-80-2024

Moved by: Michelle Seaborn

Seconded by: Robert Foster

THAT the following Correspondence **BE RECEIVED**:

- Item 5.1: Notice of Decision pertaining to correspondence dated May 10, 2024 from Conservation Ontario RE: Conservation Ontario's Comments on Proposed Planning Act, City of Toronto Act, 2006 and Municipal Act, 2001 Changes (Schedules 4,9 and 12 of Bill 185 – the proposed Bill 185, Cutting Red Tape to Build More Homes Act, 2024) ERO #019-8369; and
- Item 5.2: Correspondence dated June 27, 2024, from the City of Port Colborne RE: Report No. FA-27-24 RE: NPCA Comments on Proposed Regulation Detailing Minister's Permit and Review Powers – ERO Posting 019-8320.

CARRIED

6. PRESENTATIONS

6.1. Watershed Natural Asset Analysis & Valuation

Presentation provided by Amy Taylor and Josh Wilson of Green Analytics.

Resolution No. FA-81-2024

Moved by: Robert Foster

Seconded by: Michelle Seaborn

THAT the Watershed Natural Asset Analysis & Valuation Presentation **BE RECEIVED**.

CARRIED

9.2. Report No. FA-38-24 RE: Watershed Natural Assets Analysis and Valuation

Overview of the above noted provided by Manager, Climate Change & Special Programs, Natalie Green, and Program Coordinator, Watershed Strategies & Climate Change, Tara Gaade. Discussion regarding methodology, role of Conservation Authorities leading work in this field, and potential economic impacts ensued.

Resolution No. FA-82-2024

Moved by: Stewart Beattie

Seconded by: Donna Cridland

THAT Report No. FA-38-24 RE: Watershed Natural Assets Analysis and Valuation **BE RECEIVED**;

AND THAT a copy of Report No. FA-38-24 RE: Watershed Natural Assets Analysis and Valuation **BE CIRCULATED** to NPCA watershed municipalities.

CARRIED

7. DELEGATIONS

None.

8. CONSENT ITEMS

Resolution No. FA-83-2024

Moved by: Michelle Seaborn

Seconded by: Donna Cridland

THAT the following Consent **BE RECEIVED**:

- 8.1. Report No. FA-37-24 RE: Planning and Development Semi-Annual Report;
- 8.2. Report No. FA-36-24 RE: NPCA Comments on Proposed Amendments to Ontario Regulation 828 – ERO Posting 019-8364;
- 8.3. Report No. FA-39-24 RE: Decarbonization Roadmap and NPCA's Corporate Climate Change Action Plan; and
- 8.4. Report No. FA-40-24 RE: Progress Update on the Management of Drainage in the Wainfleet Bog Conservation Area.

CARRIED

9. DISCUSSION ITEMS

9.1. Report No. FA-32-24 RE: 2025 Conservation Areas Fees

Director, Conservation Areas, Adam Christie, and Manager, Conservation Areas Programs & Services, Alicia Powell, provided an overview of the report noted above. Discussion regarding seasonal passes for camping program and pavilion rentals ensued.

Resolution No. FA-84-2024

Moved by: Stew Beattie

Seconded by: Robert Foster

THAT Report No. FA-32-24 RE: 2025 Conservation Areas Fees **BE RECEIVED**;

AND THAT the 2025 Conservation Area Fees outlined in Appendix 1 of Report No. FA-32-24 **BE APPROVED**.

CARRIED

9.3. Report No. FA-35-24 RE: Delegation of Authority under the *Conservation Authorities Act*

Resolution No. FA-85-2024

Moved by: Michelle Seaborn

Seconded by: Donna Cridland

THAT Report No. FA-35-24 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 Director, Watershed Strategies and Climate Change as signatory on Section 28 work permits, 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 Director, Watershed Strategies and Climate Change to carry out administrative reviews of complete permit applications under Section 8 of Ontario Regulation 41/24 for the terms of their employment with the NPCA.

CARRIED

9.4. Report No. FA-33-24 RE: Niagara Peninsula Conservation Authority (NPCA) – Appointment of Regulations Officers

Resolution No. FA-86-2024

Moved by: Robert Foster

Seconded by: Donna Cridland

THAT Report No. FA-33-24 RE: Niagara Peninsula Conservation Authority (NPCA) – Appointment of Regulations Officers **BE RECEIVED**;

AND THAT the NPCA staff named below, **BE APPOINTED**, under Section 30 of the *Conservation Authorities Act* for the terms of their employment with the NPCA, as Officers of the NPCA and Provincial Offences Officers.

CARRIED

9.5. Report No. FA-41-24 RE: Contract Award – 12 Mile Creek Restoration Project

Senior Manager, Infrastructure Engineering and Asset Management, Steve Miller, provided an overview of the above noted. Discussion regarding project liability, landowner agreements, and financial implications ensued.

Resolution No. FA-87-2024

Moved by: Donna Cridland

Seconded by: Michelle Seaborn

WHEREAS the former Niagara Chapter of Trout Unlimited Canada has worked with the NPCA (Niagara Peninsula Conservation Authority) and Town of Pelham to lead the planning and background technical studies for the 12 Mile Creek Restoration Project;

WHEREAS NPCA is supporting the implementation of 12 Mile Creek Restoration Project in a project management capacity on behalf of funding partners (Town of Pelham, Niagara Region and the Federal Government through the Environmental Damages Fund), in accordance with NPCA Policies and Procedures;

BE IT RESOLVED THAT Report No. FA-41-24 RE: Contract Award – 12 Mile Creek Restoration Project **BE RECEIVED**;

AND THAT a contract award to R&M Construction in the amount of \$224,508 (plus non-recoverable HST) **BE APPROVED**;

AND THAT a contingency of 15% or \$33,676 **BE ALLOCATED** to the overall project cost address any unanticipated costs during the project implementation process;

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

CARRIED

9.6. Report No. FA-34-24 RE: Integrated Watershed Monitoring and Reporting Program

Director Lee-Yates provided introductory remarks and invited Manager Diamond to provide a brief presentation on the above noted.

Resolution No. FA-88-2024

Moved by: Stew Beattie

Seconded by: Robert Foster

THAT Report No. FA-34-24 RE: Niagara Peninsula Conservation Authority Enhanced Integrated Watershed Monitoring Program **BE RECEIVED**;

AND THAT the Enhanced Integrated Watershed Monitoring Program and associated implementation recommendations **BE ENDORSED**;

AND FURTHER THAT staff Report No. FA-34-24 RE: Niagara Peninsula Conservation Authority Enhanced Integrated Watershed Monitoring Program **BE CIRCULATED** to NPCA watershed municipalities for their information.

CARRIED

10. COMMITTEE REPORTS

10.1. Minutes of the CAO Selection Oversight Committee, dated July 17, 2024

10.1.1. Report No. SC-01-24 RE: Proposed Terms of Reference

Resolution FA-89-2024

Moved by: Michelle Seaborn

Seconded by: Patrick O'Neill

THAT the CAO Selection Oversight Committee Minutes dated July 17, 2024 **BE RECEIVED**;

AND THAT the CAO Selection Oversight Committee Terms of Reference, as appended in Report No. SC-01-24 **BE APPROVED**.

CARRIED

11. MOTIONS

None.

12. NOTICES OF MOTION

None.

13. NEW BUSINESS

13.1 Verbal update RE: Niagara Peninsula Conservation Foundation

- The Foundation received 19 applications for their Education Bursary and has selected six recipients for award.

14. CLOSED SESSION

Resolution No. FA-90-2024

Moved by: Robert Foster

Seconded by: Stew Beattie

THAT the Full Authority Board meeting scheduled July 19, 2024 **NOW** move into closed session at **10:29 a.m.**

CARRIED

Resolution No. FA-91-2024

Moved by: Michelle Seaborn

Seconded by: Donna Cridland

THAT the Full Authority Board meeting scheduled July 19, 2024 **RESUME** into open session at **11:46 a.m.**

CARRIED

14.5. BUSINESS ARISING FROM CLOSED SESSION

Resolution No. FA-92-2024

Moved by: Robert Foster

Seconded by: Patrick O'Neill

THAT staff **PROCEED AS DIRECTED** in closed session pertaining to Confidential Report No. FA-42-24 regarding a proposed or pending acquisition or disposition of land by the NPCA.

CARRIED

Resolution No. FA-93-2024

Moved by: Stew Beattie

Seconded by: Michelle Seaborn

THAT the NPCA Board of Directors hereby **ACCEPT** Member Huson's Leave of Absence as received on **July 8, 2024;**

AND THAT staff bring forward recommendations on or before September 20, 2024 regarding Board membership and Foundation appointments, if required;

AND THAT direction pertaining to Item 14.2 be **DEEMED PUBLIC RECORD**;

AND FURTHER THAT the Regional Municipality of Niagara **BE ADVISED**.

CARRIED

15. ADJOURNMENT

Chair Metcalfe adjourned the meeting at 11:47 a.m.

NIAGARA PENINSULA CONSERVATION AUTHORITY
Board of Directors Special Meeting
MEETING MINUTES

Thursday, August 15, 2024
4:30 p.m.
NPCA Main Office
Carolinian Hall
3350 Merrittville Highway, Thorold, ON

MEMBERS PRESENT: J. Metcalfe, Chair
S. Beattie, Vice Chair
D. Cridland
R. Foster
M. Seaborn
M. Tadeson (joined at 5:18 p.m.)

MEMBERS ABSENT: B. Clark
B. Grant
P. O'Neill

STAFF PRESENT: C. Sharma, CAO
M. Ferrusi, Manager, People and Performance

OTHERS: S. Fagundes, HR Associates

The NPCA Chair called the meeting to order at 4:55 p.m.

1. APPROVAL OF AGENDA

Resolution No. SC-11-24
Moved by: Member Seaborn
Seconded by: Member Foster

THAT the agenda for the CAO Selection Committee meeting of August 15, 2024 **BE ADOPTED** as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None.

3. CLOSED SESSION

3.1 Consideration of personal matters about an identifiable individual, including NPCA employees, municipal or local board employees (CAO recruitment process discussion)

Resolution SC-12-2024

Moved by: Member Cridland

Seconded by: Member Beattie

THAT the Board move into closed session at 5:56 p.m.

CARRIED

Resolution SC-13-2024

Moved by: Member Cridland

Seconded by: Member Beattie

THAT HR Associates and NPCA staff proceed as directed.

CARRIED

4. ADJOURNMENT

Resolution SC-14-2024

Moved by: Member Foster

Seconded by: Member Tadeson

The CAO Selection Oversight Committee meeting adjourned at 7:58 p.m.



Great Lakes Centre in Port Colborne Moving Ahead

August 13, 2024

Port Colborne, Ontario – HOPA Ports is pleased to announce the advancement of a multi-use 'Great Lakes Centre' in Port Colborne. The new facility will be established on federally-owned lands that were transferred to HOPA management in late 2023.

Since assuming management responsibilities, HOPA has embarked on a planning process to conceptualize the potential of these lands. Like-minded partners have come to the table as participants in a collaborative Great Lakes facility. The Great Lakes Centre will serve as a nexus for education, training, administration, research, and other activities influenced by the region's rich ecological and economic connection to the Great Lakes.

"We are excited to formalize the interests of our partners and outline a shared vision for the Great Lakes Centre," said Ian Hamilton, President & CEO of HOPA Ports. "This approximately 50,000 sq.ft facility will shine in its prime location adjacent to Lake Erie and will cater to the diverse needs of our stakeholders, fostering innovation, collaboration and sustainable development."

As of July 2024, HOPA has now entered into memoranda of understanding with the following partners:

- Algoma Central Corporation
- Allied Marine
- Brock University
- City of Port Colborne
- Georgian College
- Niagara College
- Niagara Peninsula Conservation Authority
- Seafarers International Union

Each of these partners brings a unique use case for the Great Lakes Centre and contributes in its own way to a community of expertise focused on the use and protection of one of Canada's greatest natural treasures.



In collaboration with these partners, HOPA is now undertaking a spatial and operational needs analysis, and preliminary planning for the revitalization of the legacy brownfield site, located adjacent to the Welland Canal in Port Colborne.

“The advancement of the Great Lakes Centre is a fantastic example of what can be accomplished when partners from across the region and beyond work together to further connect with the Great Lakes,” said Port Colborne Mayor Bill Steele. “The City of Port Colborne is home to a rich nautical heritage that makes it the perfect location to host the Centre, and we look forward to welcoming the many partners it will bring to our community. I’d like to thank HOPA and all of the participants in the memorandum of understanding for their commitment to making this idea a reality and the significant investment it will bring to Port Colborne.”

For more information on HOPA's initiatives and the Great Lakes Centre project, please contact Larissa Fenn, HOPA Ports lfenn@hopaports.ca .

About HOPA Ports: *HOPA Ports is the largest port authority in Ontario, Canada, operating port and multimodal assets in Hamilton, Oshawa and Niagara. By investing in high-quality infrastructure and prioritizing sustainability, HOPA helps build prosperous working waterfronts in Ontario communities. Overseeing more than 1,600 acres and 180 tenant companies, 40,000 jobs are connected to the cargo that passes through HOPA's integrated ports. In 2023, HOPA was proud to be awarded the Canadian Urban Institute's Award for Brownfield Project of the Year.*



Treasury Board Secretariat
Emergency Management Policy and Governance Branch
315 Front Street West
Toronto, ON
M7A0B8

August 26, 2024

Re: Conservation Ontario's comments on the "Proposed Modernization of the Emergency Management and Civil Protection Act" (ERO # 019-8860)

Thank you for the opportunity to comment on the "Proposed Modernization of the Emergency Management and Civil Protection Act". Conservation Ontario is the network of Ontario's 36 Conservation Authorities (CAs). These comments are not intended to limit comments submitted by individual CAs.

Ontario's 2023 Provincial Emergency Management Strategy and Action Plan identifies the five core components of emergency management as: prevention, mitigation, preparedness, response and recovery. These components form a cycle to effectively manage and address risks to keep Ontarians safe and informed of potential emergencies. CAs employ an integrated approach to emergency management to keep the public safe and informed about natural hazard emergencies (e.g., flooding and erosion). Through their roles in municipal planning (commenting) and development permitting, CAs review development proposals and support decisions that safeguard people and properties from potential natural hazard impacts. As part of their role in Flood Forecast and Warning, CAs monitor and predict flood flows and water levels based on surface water hydrology information, maintenance of stream flow networks, and weather and climate information. As owners and managers of natural hazard infrastructure, operations are undertaken to mitigate risks to life and damage to property resulting from flooding. CAs work closely with municipal partners, the Ministry of Natural Resources, and Environment and Climate Change Canada (ECCC) to undertake these roles and communicate flood statuses and warnings to municipalities, media and the public.

Coordination amongst the many agencies involved in emergency preparedness and response in Ontario enhances emergency management actions and outcomes. The Provincial Emergency Operations Centre (PEOC) through the Provincial Emergency Response Organization coordinates responses to multi-jurisdictional emergencies. As part of its core functions, the PEOC facilitates the sharing of key information to support decision-makers in

emergency situations. Opportunities to enhance coordination between the Province, Municipalities, and CAs for flooding preparedness should be explored through the PEOC. The Centre could explore opportunities for greater coordination with CAs (e.g., flood scenario training with Municipalities, networking with Community Emergency Management Coordinators and PEOC field officers, inclusion in PEOC Weather Briefing meetings during severe weather forecasts, etc.). The Province (or PEOC) should make resources available to support the centralization of data sets critical to responding to flooding emergencies (e.g., location of critical infrastructure, flood plain maps, etc.).

To empower and support members of the public to safely navigate emergency situations such as flooding events, the Province should consider additional opportunities to disseminate information to the public. Consideration could be given to enhancing the Alert Ready system to allow greater customization to target specific areas. An example could be using the 'Flash Flood' category when ECCC issues a Rainfall Warning alert for amounts greater than 80-100 mm per hour. Such enhancements would improve warning time for the public and improve public safety practices during severe weather scenarios. Additionally, to increase public knowledge of ongoing emergencies, the Province could consider the development of a public viewing platform which aggregates information from emergency response and preparedness agencies about ongoing emergencies. Information from existing provincial tools, such as the Surface Water Monitoring Centre's flood and low water conditions maps, could be incorporated to facilitate a one-window approach.

Thank you for the opportunity to provide comments on the "Proposed Modernization of the Emergency Management and Civil Protection Act". Conservation Ontario recognizes the importance of collaboration and coordination during natural hazard emergencies to support a safe, practiced and prepared Ontario. The recommendations in this letter support an informed public during emergency situations and promote information and resource sharing amongst all agencies involved in emergency preparedness and response. Please contact the undersigned should this letter require any clarification.

Sincerely,

Nicholas Fischer

Nicholas Fischer
Policy and Planning Liaison

c.c. All CA CAOs/GMs

Conservation Ontario
120 Bayview Parkway, Newmarket ON L3Y 3W3
www.conservationontario.ca



Submitted by email: DOPSreviewSDC@ontario.ca

August 29, 2024

Re: Conservation Ontario's comments on "Improving Accessible Built Environment Standards"

Thank you for the opportunity to comment on the "Improving Accessible Built Environment Standards" consultation. Conservation Ontario is the network of Ontario's 36 Conservation Authorities (CAs). These comments are not intended to limit comments submitted by individual CAs.

Ontario's 36 Conservation Authorities collectively own and operate over 500 Conservation Areas with a total area of 150,000 hectares, making CAs one of the largest property owners in the province. Over 300 Conservation Areas are open to the public, containing more than 3,400 km of trails. Conservation Areas contain a variety of permanent Interpretive Centres, Seasonal Centres, and many interpretive trails and heritage features. These areas play a key role in Ontario by protecting the environment while providing access to nature for over 10 million Ontarians annually.

Conservation Authorities are supportive of the proposed long-term objectives of the "design of public space standards" (the "Standards") to remove and prevent barriers to accessibility and provide obligated organizations with the information and resources to design, construct and renovate accessible spaces. If adopted, the Committee's recommendations must be supported by dedicated funding for obligated organizations (CAs, Municipalities, etc.), particularly for those with immediate or short-term implementation timelines. The recommendation to develop a new funding grant for small businesses to support necessary retrofits is welcome. Eligibility for such grants should be extended to larger organizations with limited capital budgets and resources to support necessary retrofits.

In addition to financial resources, training and educational materials on the Standards should be available from the Province to all obligated organizations, including CAs. The Committee's review outlined the need for ongoing education to stay up to date with current accessibility requirements, with recommendations including education and training of select individuals (e.g., officials / inspectors). Ongoing education and training opportunities ensures all obligated organizations maintain a current understanding of the Standards, and can provide a venue for sharing information and best practices.

As the Committee reviews feedback on these initial recommendations, consideration should be given to the range of environments in which the Standards apply. For instance, the current Standards provide an exception for “wilderness trails” from the requirements for public recreational trails and beach access routes. Conservation Areas host active and passive recreational opportunities, which may include access to “wilderness trails”. In many cases, CAs have acquired lands in areas identified as hazardous due to natural processes (e.g., river and stream valleys, floodplains, etc.). Consideration should be given to clarifying existing or creating additional exceptions related to construction and maintenance works in such areas (e.g., where it is not feasible to construct or maintain the required infrastructure without creating additional natural hazards). The general exceptions provided under s. 80.15 of O. Reg. 191/11 (“*not practicable to comply*” and “*adversely affect...ecological integrity*”) provide a level of flexibility to address these circumstances, however, the general exceptions should include where the regulatory requirements would create additional risk due to natural hazards. Accessibility of the built environment must be coupled with appropriate measures to minimize potential impacts of hazardous natural areas.

Detailed comments on the 2023 initial recommendations are provided in Attachment 1 to this letter. Conservation Ontario appreciates the opportunity to review these initial recommendations, and looks forward to future consultation opportunities regarding improvements to accessible built environment standards in Ontario. Please contact the undersigned at nfischer@conservationontario.ca or 905-895-0716 should this letter require any clarification.

Sincerely,

Nicholas Fischer

Nicholas Fischer
Policy and Planning Liaison

c.c. All CA CAOs/GMs

1 Attachment

Conservation Ontario
120 Bayview Parkway, Newmarket ON L3Y 3W3
www.conservationontario.ca

Attachment 1: Conservation Ontario's Detailed Comments on "Improving Accessible Built Environment Standards – 2023 Initial Recommendations Report"

Recommendations	Conservation Ontario's Detailed Comments
Recommendation 8: maximum length and rise of ramps	<ul style="list-style-type: none"> Alignment of maximum slope requirements in the Standards and Ontario Building Code (OBC) would provide regulatory consistency and would assist with the hiring of qualified contractors. Current requirements for maximum slope of ramps varies (e.g., 1:10 for recreational trails and beach access routes, 1:15 for exterior paths of travel, and a maximum of 1:12 under the OBC for ramps on barrier free path of travel). The Committee's proposal to establish a maximum length and rise of ramps for all ramps in the design of public spaces and Ontario Building Code is a welcome addition.
Recommendation 10: bilingual signage	<ul style="list-style-type: none"> Clarification is required on the types of exterior signage requiring braille (e.g., trailhead or wayfinding signage). Application of braille on all exterior signage is not practical in all instances. Several Conservation Authorities have implemented alternatives to traditional signage (e.g., application-based e-readers) to provide various accessible avenues for individuals to experience their Conservation Areas.
Recommendation 15: amended definitions for trails and sidewalks	<ul style="list-style-type: none"> Conservation Ontario is supportive of clarifying definitions of "sidewalk", "multi-use trail" and "exterior path of travel". Where possible, the Committee should consider aligning definitions ("multi-use path", "active transportation path", etc.) with the Ontario Traffic Manual – 18 and Bikeways Design Manual). Trail organizations such as Conservation Authorities should be contacted to assist in developing consistent trail typology for the Standards. Conservation Authority trails will generally fall into the category of "recreational trail" or "wilderness trail", and as such, the recommended 5% slope maximum requirement would not apply in most circumstances. However, clarification is requested on how the proposed maximum for other exterior paths of travel is to be measured in the absence of defined "beginning" and "end" points (e.g., compared to that of a ramp). Defined parameters on how to calculate this would greatly assist obligated organizations.
Recommendation 16: consultation	<ul style="list-style-type: none"> Conservation Ontario appreciates the Committee's proposal to create guidance material supporting consultation for all areas of the Standards. It is understood that for the purpose of constructing new or redeveloping existing recreational trails,

Recommendations	Conservation Ontario's Detailed Comments
	<p>obligated organizations must consult with the public and persons with disabilities prior to undertaking works. For greater certainty, O. Reg. 191/11 defines "redeveloped" as "planned significant alterations...[that] does not include maintenance activities, environmental mitigation or environmental restoration".</p> <ul style="list-style-type: none"> • Flexibility in the requirement to consult is necessary for organizations such as CAs with limited capacity. Conservation Area users range from local residents to tourists; therefore, establishing the number and diversity of end-users consulted via percentage of impacted community would be complex. Under the <i>Conservation Authorities Act</i>, CAs have a regulatory requirement to consult with stakeholders and the public on strategy documents associated with Conservation Areas. Flexibility should be provided to allow CAs to undertake a combined approach (i.e., incorporate consultations related to the Standards with <i>Conservation Authority Act</i> consultations). • When constructing new trails or undertaking significant alterations, public consultation could be achieved by consulting with an established municipal accessibility advisory committee. Such an approach would help streamline and standardize consultation requirements across the province.
<p>Recommendation 18: distances between rest areas</p>	<ul style="list-style-type: none"> • The Committee recommends that rest areas be provided every 30 m along a path of travel, unless not feasible, and that the Province develop a list of exceptions where organizations are not required to provide a rest area every 30m. The proposed 30 m distance will not be feasible for all recreational trails, particularly for those several kilometers in length. The length of the trail should be considered when determining the amount and proximity of rest areas. For obligated organizations, an alternative could be to develop public informational resources identifying trails and beaches that are equipped with rest areas / other accessibility features. • Conservation Ontario would be pleased to further discuss exceptions where organizations would not be obligated to include a rest area every 30 m.
<p>Recommendation 22: general requirement public use eating areas</p>	<ul style="list-style-type: none"> • Clarification is needed on the proposed requirement for larger obligated organizations to consult on new or redeveloped public use eating areas. Flexibility will be necessary to implement this requirement (e.g., consultation may not be reasonable when adding picnic benches to a field in a park).

Recommendations	Conservation Ontario's Detailed Comments
	<ul style="list-style-type: none"> • Clarification is required on the proposed requirement for obligated organizations to monitor to ensure accessibility is maintained (e.g., when tables are moved to an inaccessible area). Additional details on the intended frequency of monitoring are required (e.g., a monitoring schedule vs constant monitoring). Constant monitoring is not feasible at unstaffed, passive use Conservation Areas. The requirement for monitoring of a facility should also be tied to its intended use and time of year (e.g., staffed accessible conservation areas as compared to passive recreational opportunities). • Further to comments above regarding rest areas, obligated organizations may elect to develop informational resources for the public to identify public use eating areas and applicable accessibility features in public spaces.
<i>Recommendation 25: improving accessibility design requirements for outdoor play spaces</i>	<ul style="list-style-type: none"> • Clarification is required for what information is required on signage at access points to outdoor play spaces.
<i>Recommendation 27: expand requirements to small organizations</i>	<ul style="list-style-type: none"> • The Committee is proposing a retroactivity requirement for small organizations previously exempt from "exterior paths of travel" requirements. Under O. Reg. 191/11, these requirements currently apply to newly constructed or redeveloped exterior paths of travel that are constructed for pedestrian travel and do not provide a recreational experience (e.g., outdoor sidewalks and walkways). Clarification on the intent of this recommendation is required (i.e., would all "newly constructed" paths of travel completed in the past now be required to meet the exterior paths of travel requirements within five years of the regulation being adopted?)
<i>Recommendation 29: consideration of bridges as paths of travel</i>	<ul style="list-style-type: none"> • Minimum accessibility requirements for bridges should consider the intent and purpose of the bridge. Not all bridges that are open to the public were built primarily for public access (e.g., those part of a dam structure) and accessibility requirements should be linked to the type of pathway on either side of the bridge (e.g., exterior paths of travel vs. recreational or wilderness trails).
<i>Recommendation 31: pathways to accessible areas</i>	<ul style="list-style-type: none"> • The recommendation to require the design and construction of connections between accessible spaces to be continuous, firm and solid with no barriers to access may require flexibility to implement. Recognition should be provided for existing grades

Recommendations	Conservation Ontario's Detailed Comments
	and space limitations, especially in natural areas (e.g., a Conservation Area pathway between a parking area and an outdoor eating area in an otherwise natural environment).
Recommendation 32: temporary obstructions to exterior paths of travel	<ul style="list-style-type: none"> The recommendation to maintain accessible paths of travel during temporary obstructions should be flexible to allow for reasonable application (e.g., where the path of travel leads to a facility that is otherwise inaccessible, such as seasonal closures of Conservation Area facilities).
Recommendation 38: lighting requirements	<ul style="list-style-type: none"> Ensuring a safe and properly illuminated path of travel is supported. It is acknowledged that these proposed requirements would apply only to exterior paths of travel (i.e., not recreational or wilderness paths / trails). Any lighting requirements should consider the location and use of the path of travel (e.g., environmentally sensitive areas only open from dawn to dusk).
Recommendation 46: accessibility of parking pay stations	<ul style="list-style-type: none"> Clarification is required on the proposal for providing "multiple automated kiosks based on size of parking facility".
Recommendation 52: increased parking requirements	<ul style="list-style-type: none"> Supportive of the change to use a static percentage for accessible parking within parking lots, where this factor would not result in decreased accessible parking spaces based on other applicable criteria which may supersede (i.e., the greater of the two instances shall apply).
Recommendation 53: enhanced parking requirements for specific sectors	<ul style="list-style-type: none"> Supportive of the Province developing a detailed list of "essential service" categories for inclusion in the Standards. Consideration should be given to the number of accessible parking spaces based on the purpose of the parking lot (e.g., a general parking lot vs. parking for a specific feature such as a wilderness trail trailhead).
Recommendation 67: authoritative guidance for obtaining services	<ul style="list-style-type: none"> Supportive of the recommendation for the Province to develop comprehensive guidance in collaboration with accessibility stakeholders and obligated organizations (e.g., Conservation Authorities).
Recommendation 68: provision of assistive listening devices for obtaining services	<ul style="list-style-type: none"> Flexibility to implement these recommendations will be necessary, for example, where there are connectivity limitations (e.g., Wi-Fi) at remote locations.
Recommendation 70: language	<ul style="list-style-type: none"> The "intends to maintain" language should be retained, particularly for organizations with large properties that cannot

Recommendations	Conservation Ontario's Detailed Comments
<i>around intent to maintain</i>	be continuously monitored. For instance, pathways created by members of the public ("desired paths"), or routes established during temporary disruptions may not be maintained by the obligated organization past their intended use period.
<i>Recommendation 73: inclusion of diagrams in the standards</i>	<ul style="list-style-type: none"> • Supportive of the recommendation for the Standards to include diagrams to clearly demonstrate technical standards. These diagrams will be a helpful resource for obligated organizations such as Conservation Authorities.
<i>Recommendation 122: material alteration requires compliance with barrier-free standards</i>	<ul style="list-style-type: none"> • Further discussion is required on this recommendation. The Committee recommends that if a material alteration or repair to a building in one area is undertaken to make it accessible, then full application of section 3.8 of the OBC (Barrier Free Design) is required to remove all barriers to accessibility. This could result in project delays if a change to one area of a building/structure would then result in the entire building needing to comply with new codes and standards. Conservation Authorities are not-for-profit organizations, and as such may have limited abilities to make all necessary repairs or alterations at a given time.
<i>Recommendation 124: retroactive washroom requirements</i>	<ul style="list-style-type: none"> • Flexibility should be built into the proposed requirement to retroactively install accessible features in washrooms. Obligated organizations may not have the ability to implement all proposed accessible features for all washrooms, particularly those where access to power and plumbing is limited. An incremental approach to improving accessibility for such facilities may be required.
<i>Recommendation 126: resources for retrofits</i>	<ul style="list-style-type: none"> • Supportive of the proposal for the Province to develop a new funding grant to support small businesses to allow for retrofits to occur in a timely manner. • The Committee's recommendation is that the funding grant be "one-time funding of up to \$100,000 per location". Consideration should be given to amending the proposed location-based eligibility requirements, specifically for locations with multiple buildings/facilities requiring retrofit. • In addition to small organizations, the Province should consider additional funding opportunities for larger organizations with limited capital budgets and resources.

September 3, 2024

CL 13-2024, August 29, 2024

CSD 29-2024, July 25, 2024

DISTRIBUTION LIST

SENT ELECTRONICALLY

2025 Budget Strategy

CSD 29-2024

Regional Council, at its meeting held on August 29, 2024, passed the following recommendation of its Budget Review Committee of the Whole:

That Report CSD 29-2024, dated July 25, 2024, respecting 2025 Budget Strategy, **BE RECEIVED** and **BE CIRCULATED** to agencies, boards, and commissions (ABCs) in accordance with By-Law No. 2017-63 "Budget Control".

A copy of CSD 29-2024 is enclosed for your reference.

Yours truly,



Ann-Marie Norio

Regional Clerk

:kl

CLK-C 2024-090

Distribution List:

Niagara Peninsula Conservation Authority

Niagara Regional Housing

Niagara Regional Police Service Board

Niagara Transit Commission

cc: B. Brens, Associate Director, Budgets, Planning and Strategy
D. Carnegie, Acting Commissioner, Corporate Services/Treasurer
K. Beach, Executive Assistant to the Commissioner, Corporate Services/Treasurer

Subject: 2025 Budget Strategy

Report to: Budget Review Committee of the Whole

Report date: Thursday, July 25, 2024

Recommendations

1. That this report **BE RECEIVED** for information;
2. That this report **BE CIRCULATED** to agencies, boards, and commissions (ABCs) in accordance with By-Law No. 2017-63 “Budget Control”.

Key Facts

- The purpose of this report is to initiate the 2025 budget process with discussion of projected service costs and to propose the strategy for the preparation and presentation of the 2025 General Tax Levy operating budget, Water and Wastewater operating budget, Waste Management and Niagara Transit Commission Special Tax Levy operating budget, and Capital budget.
- The 2025 budget strategy is to sustain core services; maintain base service delivery and continue to invest in capital contributions to close the funding gap reported in the “2021 Asset Management Plan”, and to support Council Strategic Priorities.
- The budgets are prepared in alignment with the Budget Planning By-law’s principles and priorities of sustainability and affordability, the Capital Financing Strategy and to support Council Strategic Priorities.
- The 2025 budget will continue to prioritize communication and education for Council and the public.
- The 2025 budget timetable (Appendix 1) was previously approved by Council and results in the 2025 budget being approved before year-end.

Financial Considerations

By-law 2019-79 “Budget Planning” is used to structure the Niagara Region’s budget strategy each year. The principles in the By-law support the following:

-
- Sustainability - ensuring we have adequate funding to support base service levels.
 - Affordability - gives consideration to the impact on taxpayers.
 - Transparency - foundational and important for Council to have fullness of information for decision making.

The four areas of budget development included in the By-law are:

1. Base services: on-going costs and revenues that are influenced by multi-year contracts, collective agreements, and inflationary pressures. In addition, base services include impacts of Bill 23 and the reserve strategy to eliminate the unsustainable 2022 general tax levy budget reliance on reserves.
2. Capital program: requirements of the Asset Management Plan (AMP) should be funded in accordance with the Capital Financing Strategy and with a separate operating budget increase of no less than 2.50% for the general tax levy and 7.22% for water & wastewater to address the capital backlog over the next 50 years.
3. New programs: new programs that have a strong alignment to Council strategic priorities.
4. Growth Funded Programs: After Tax Increment Grants (TIGs) are funded, the by-law prioritizes the use of assessment growth for the costs of growth, capital, and council strategic priorities.

The Table below estimates for 2025 have been broken down into the four regional operating budgets and into the four areas of budget development (budget categories) as per the Budget Planning by-law. To note, general tax levy, waste management and transit special tax levies will benefit from assessment growth as new residents also benefit from these enhancements.

Table 1: 2025 Operating Budget

Budget Categories	General Tax Levy	Water & Wastewater Rates	Waste Management Special Tax Levy	Niagara Transit Commission Special Tax Levy
Base Pressures	3.38%	4.11%	4.26%	4.44%
ABCs	3.03%	n/a	n/a	n/a
Reserve Strategy	0.83%	n/a	3.24%	n/a
Bill 23/Bill 185	(1.45%)	n/a	n/a	n/a
Capital Financing	2.50%	7.22%	n/a	3.71%
Program Changes	1.93%	1.26%	(0.10%)	TBD
Assessment Growth	(1.50%)	n/a	(1.50%)	(1.50%)
Total	8.72%	12.59%	5.90%	6.65%

The analysis section speaks to each of the 2025 general tax levy, special tax levies and water & wastewater operating budgets and explains how these budgets align with the Budget Planning by-law.

The 2025 Budget Timetable, included in Appendix 1, was approved by Council in CSD 20-2024, 2025 Budget Timetable and recommends the approval of all four budgets by the end of the year.

Analysis

Base Pressures

The Budget Planning By-law recommends that the base services be adjusted for inflation and the Core Consumer Price Index (CPIX) may be used as a measure of inflation. CPIX represents the change in inflation but excludes eight of the most volatile components including fruit, vegetables, gasoline, fuel, oil, natural gas, mortgage interest, inter-city transportation and tobacco products. Per Statistics Canada data at the time of preparing this report, CPIX at May 2024 is 1.8% (3.1% five-year average as noted in Appendix 2). For the purposes of developing the initial estimates for the 2025

operating budgets, the inflation rate has been estimated at 2% however many costs required to deliver core services are increasing above inflation.

Across all four budgets, departments are expecting pressures in excess of inflation for items including insurance, fuel, software licensing, water and wastewater treatment chemicals, utilities and contracted services. In addition, there is anticipated pressure above inflation for labour related costs due to existing contracts and in support the People Strategy which supports the council strategic priority of an effective region.

Budget pressures are also anticipated as a result of subsidies not keeping pace with the rate of inflation or adequately funding service needs required by the community. Additional details are discussed in report CSD 30-2024 Levy Impact of Mandated Services Provided Under Provincial and Federal Agreements.

As a result of the pressures noted above, the estimated increases required to maintain base services are 6.41% for the general tax levy (3.38% for departments and 3.03% for ABCs, excluding the impacts of Bill 23), 4.11% for water & wastewater rates, 4.26% for waste management special tax levy and 4.44% for Niagara Transit Commission special tax levy. To minimize the inflationary impacts included in these estimates, preparation of the operating budgets will focus on maintaining existing service levels. Staff will conduct a line-by-line review of discretionary items and identify efficiencies and revenue opportunities to minimize impact on the taxpayer.

2022 Base General Tax Levy Services Funded with Reserves

The 2022 general tax levy base services budget was approved with funding of \$6.0 million from the taxpayer relief reserve as per a motion from BRCOTW to reduce the net general tax levy operating budget from 4.35% to 2.87%. The 2023 budget reduced the reliance on that funding to \$4 million which was held constant in 2024. The 2025 strategy is to reduce the funding reliance to \$0 which will result in budget pressures of 0.83% to the general tax levy. This will eliminate the Region's reliance on reserves to fund day to day operations as this funding source is not sustainable.

The Region's taxpayer relief reserve acts as the main contingency reserve to address unknown risks that could arise. Per the Region's reserve policy C-F-013, the targeted balance in this reserve should be 10 to 15% of the gross operating expenditures it supports. This reserve is currently underfunded with a projected balance in the reserve at December 31, 2024 of \$27.9 million, representing 3.6% of gross operating levy expenditures excluding ABC's. Continuing to draw on the reserve annually to fund operations would further reduce our ability to respond to risks.

Landfill Liability Reserve Replenishment

The landfill liability reserve provides funding for operating and capital requirements related to closed landfills. In the 2023 operating budget, the landfill liability reserve base contribution of \$2.4 million was removed from the waste management special tax levy budget as a one-time mitigation measure. In 2024, staff recommended an additional contribution to the reserve of \$1.3 million in order to partially repay the missed 2023 contribution, however Council approved 0% budget increase which reduced the partial repayment from \$1.3 million to \$0.5 million.

In addition, the guidelines around the target reserve balance have increased significantly as a result of a new public sector accounting standard adopted in 2023 regarding asset retirement obligations. This standard changed the way the liabilities for landfills are calculated, and now considers the full contaminating lifespan of closed landfills estimated at 212 years as compared to capping the lifespan estimates at 40 years. This increased the landfill liability from \$77.7 million in 2022 to \$140.4 million at the end of 2023. The balance in the reserve is estimated at \$4.4 million at December 31, 2024 which represents 3.1% of the liability. Current minimum reserve targets are set at 40%.

Staff are recommending an increase to the annual contribution to the landfill liability reserve by \$1.4 million (3.24%) in addition to the base contribution of \$2.9 million for a total of \$4.3 million in order to acknowledge the future commitment required. The strategy for the landfill liability reserve is still under review and will be refined for the final waste management budget.

Bill 23/Bill 185

On June 6, 2024, Bill 185, “Cutting Red Tape to Build More Homes Act, 2024” received Royal Assent. This Bill includes amendments to the Development Charges Act, many of which reverse previously introduced changes made through Bill 23.

One of the components of Bill 23 that has been reversed is the mandatory 5 year phase-in period of Development Charge (DC) rates. Prior to the reversal, DCs were made whole through a contribution from the general tax levy as per the funding strategy outlined in CSD 14-2023. The 2024 budget included \$7.6 million with \$7 million funded from the levy and \$0.6 million funded by reserves. As a result of the reversal of the mandatory phase-in, the 2025 budget can be reduced by the same amount (\$7.6 million gross and \$7 million net), or a reduction of 1.45% of the general tax levy.

Bill 23 also includes exemptions to DCs for Affordable and Attainable housing. On June 1, 2024, the exemption of DCs for Affordable Housing went into effect. Staff do not expect a significant financial impact as a result of this exemption; further details have been outlined in CSD 31-2024. The exemption for Attainable Housing is pending further regulations by the Minister of Municipal Affairs and Housing, thus cannot yet be quantified, and is not included in the initial 2025 budget estimates.

Program Changes

The Budget Planning By-law requires that new programs or services be funded with separate increases to ensure base services are not eroded. In the By-law, new programs are also intended to refer to new full-time equivalent (FTE) positions or investments required to support existing service levels which are more commonly referred to as program changes.

Following the pandemic, staff recommended prioritizing affordability, which resulted in deferrals of new FTE's required to deliver base service levels. As a result, there is a current gap in staffing levels required to support the current service levels which in many areas have increased in complexity. Continuing to operate on lower than required staffing levels creates operational risks. The 2025 proposed budget will prioritize program changes that address operational risks to sustain current service delivery including recommending FTE's where required. Staff will also connect program changes requested to Council's strategic priorities.

Staff have compiled preliminary program change estimates of 1.93% for the general tax levy, 1.26% for water & wastewater rates, and -0.10% for waste management special tax levy. The Niagara Transit Commission is currently developing program change business cases for consideration at their board. Estimated impacts of these program changes will be presented with the budget.

As always, staff will continue to refine these programs change requests while striving for continuous improvement and looking for efficiencies to minimize budget pressure. Detailed business cases on all the new program and program changes will be made available through the budget process.

Capital Program

The 2021 Asset Management Plan (AMP) was approved in 2022 and recommended increases to the annual general tax levy of 3.82% (including ABCs), and to the annual Water & Wastewater combined rate requisition of 7.22% over a ten-year period for

sustainability. Based on data known and included at the time of this AMP, the increased capital contributions strategy was expected to remove the backlog within ten years.

While the AMP recommendation maximizes asset sustainability, staff are proposing a capital financing strategy for 2025 that balances risk and sustainability while acknowledging our other pressures and affordability.

For levy programs, staff are recommending a strategy consistent with the last two years which eliminates the backlog over 50 years (as opposed to 10 years) and requires an increase in funding of 2.5% on the general tax levy.

This strategy recognizes constraints with accelerating project timelines such as available project management resources, development charges collected and co-ordination of timing with external parties. It also acknowledges the current pressure created from reducing our reliance on reserves to fund operations discussed above.

As noted earlier in the report, staff are recommending the removal of the reliance on reserves that was approved in the 2022 budget from the 2025 budget. The impact of removing this reliance from the 2025 budget increases the general tax levy by 0.83%. Staff are recommending that removing the reliance on reserves from the operating budget is important for 2025 and look to further opportunities in the future to increase our capital contributions to the required 3.8% level.

For water and wastewater, staff are recommending a strategy which eliminates the backlog over 10 years and requires an increase of 7.22% on the water and wastewater combined rate requisition. The operational risk and impacts of not maintaining these asset types in a state of good repair are significant. Staff have begun working on the 2025 AMP revisions and early indications show a continued decline in the state of these assets along with increased renewal costs since the previous 2021 plan. The requirement to continue to increase investment to adequately sustain the water and wastewater system are real and present.

A summary of the increases on the general tax levy and water & wastewater combined rate requisition is illustrated in Appendix 3.

For the waste management budget, no separate increases are required as the current capital contributions adequately fund the current capital forecast for open landfills. However, commitment to the multi-year budget and reserve strategy adopted in 2021 continues to be required to achieve sustainability in alignment with the landfill liability reserve needs outlined above.

The Niagara Transit Commission (NTC) will continue with the sustainability strategy for capital as approved in the triple majority agreement which recommended three years of incremental capital contributions of \$2.2 million to achieve an annual reserve contribution of \$6.5 million. This strategy along with Provincial Gas Tax is intended to support renewal of the infrastructure up-loaded to the NTC. This strategy aligns with the continued investments required in the 2024 NTC AMP approved in CSD 22-2024, which indicated a 10-year AARI (average annual renewal investment) funding gap of \$3.3 million.

The incremental capital contribution to NTC capital reserves was paused in 2024. Staff are recommending that the incremental transfer of \$2.2M be reinstated in 2025 in order to progress towards the total \$6.5 million required by 2026. Price escalations in capital renewal requirements will continue to be evaluated and reflected in budget recommendations.

A summary of the current capital contributions and the average annual renewal investment (AARI) from the AMP is illustrated in Table 2.

Table 2: Capital Contributions and Financing Strategy (in millions)

Operating Budgets	2024 Capital Contributions	2025 Proposed Capital Contributions	10-year AARI + Backlog Strategy	50-year AARI Strategy
General Tax Levy	\$42.9	\$55.0	\$269	\$158
Water/ Wastewater Rates	\$53.6	\$64.7	\$164	\$122
Waste Management Special Tax Levy	\$1.8	\$1.8	\$5	\$10
Transit Special Tax Levy	\$2.2	\$4.4	\$6	n/a
Total	\$100.5	\$125.9	\$444	\$290

The AMP will be updated in 2025, and revised estimates will be reflected in future budgets, in tandem with Councils approval of the new proposed levels of service and financing strategies by July 1, 2025 (per legislation).

Continuing to increase contributions to capital reserves as outlined above is critical to successfully managing our debt levels going forward as the Region and LAM's forecasted debt burden is expected to double over the next 5 years. Staff are actively working on strategies to manage the debt burden and minimize possible impacts to our credit rating. As a result, no new Regional debt is being recommended in 2025. Additional details are provided in CSD 37-2024 Debt Strategy Update and further information on the debt strategy for 2025 will be included in the Capital Budget in September.

In further support of investing in the critical infrastructure required per our AMPs while balancing growth and our debt burden, staff have looked to maximize all external funding opportunities available for the immediate 2025 capital program. This includes recommending reallocating external provincial funding earmarked for future consideration to help address current needs. Additional details are provided in report CSD 38-2024 Investing in Ontario Fund Update.

The process to incorporate Health Equity Informed Planning developed in 2022 continues to be implemented for the 2025 Capital budget. Additional details are provided in report CSD 34-2024 Health Equity Informed Planning Update.

Assessment Growth

Assessment growth for 2025 is forecasted at 1.50% which is consistent with the prior 5-year average as shown in Appendix 4. The Budget Planning By-law prioritizes revenue growth first to tax increment grants (TIGs), operating costs of growth, capital funding and council strategic priorities which are all included in the above By-law categories.

Budget Engagement

Niagara Region is committed to ensuring services provided are aligned with the needs of residents and delivered in an effective, efficient, and financially sustainable manner.

The overall communications goal is to educate residents on how the Region Budget operates and emphasize the need for meaningful capital budget investment. The 2025 Budget engagement approach recognizes that municipal budgets are complex and that difficult decisions continue to be made that effect our community. The 2025 engagement theme focuses on general education to the public, with an emphasis on the significance of continued investment to maintain existing assets in a state of good repair. A public engagement exercise will gauge resident knowledge and appetite on

capital investments to help facilitate staff recommendations and guide Councils' decisions on the 2025 Budget.

Niagara Region will collect Niagara resident feedback regarding the budget through an online feedback mechanism. Results will be shared with Regional staff, Council and presented to the Budget Review Committee of the Whole. The strategy is to present a specific focused topic of the budget, the feedback provided will help support decision-makers. This compared to previous budget engagement activities that were too broad and all encompassing which brought little value to support decision-makers.

Budget Timetable

For reference, the timetable previously approved by Council via CSD 20-2024 is provided in Appendix 1. The timetable results in the 2025 Budget being approved by Council in December of 2024, aligning with the Budget Planning By-law.

Included on the timetable are budget education and workshop sessions to aid Council in making critical budget decisions.

Alternatives Reviewed

The purpose of this report is to inform Council of the 2025 proposed strategy to support the development of the operating and capital budget for 2025. Information will continue to be developed, analyzed, and summarized for the Budget Review Committee to facilitate decision-making. Council will have the opportunity to consider all options throughout the budget process.

Relationship to Council Strategic Priorities

The 2025 Budget will provide the financial framework to achieve Council's Strategic Priorities.

Other Pertinent Reports

[CSD 7-2022](#) [2021 Asset Management Plan](#)

<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=26dba92f-aa45-4497-b245-07dde32d7a94&Agenda=Merged&lang=English&Item=23&Tab=attachments>

[CSD 14-2023](#) [Bill 23 Financial Impacts on Regional Development Charges](#)

<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=b851aa1e-b553-4231-b509-5b6436064f00&Agenda=Merged&lang=English&Item=11&Tab=attachments>

[CAO 10-2023](#) [2023-2026 Council Strategic Priorities](#)

<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=dd83ae03-139a-45f0-a705-67f3df7c7b61&Agenda=Agenda&lang=English&Item=12&Tab=attachments>

[CSD 18-2024](#) [2025 Budget Update](#)

<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=c6b8345c-543c-4f65-b278-f1fd4e2a5b3e&Agenda=Merged&lang=English&Item=37&Tab=attachments>

[CSD 20-2024](#) [2025 Budget Timetable](#)

<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=89ee2b82-74d9-4eb3-a613-46ad91e959cf&Agenda=Merged&lang=English&Item=33&Tab=attachments>

[CSD 22-2024](#) [2024 Niagara Transit Commission Asset Management Plan Addendum](#)

<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=144d4ba1-cde7-4071-b153-6b94161cdbce&Agenda=Agenda&lang=English&Item=15&Tab=attachments>

CSD 30-2024 Levy Impact of Mandated Services Provided Under Provincial and Federal Agreements - Will be included in the July 25, 2024 BRCOTW meeting agenda.

[CSD 31-2024](#) [Development Charges Act - Exemption for Affordable and Attainable Residential Units](#)

<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=14edeaeb-448c-43b0-ade1-9c40f80c15d1&Agenda=Agenda&lang=English&Item=14&Tab=attachments>

CSD 34-2024 Health Equity Informed Planning Update - will be included in the July 25, 2024 BRCOTW meeting agenda.

CSD 37-2024 Debt Strategy Update -Will be included in the July 25, 2024 BRCOTW meeting agenda.

CSD 38-2024 Investing in Ontario Fund Update - Will be included in the July 25, 2024 BRCOTW meeting agenda.

Prepared by:

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This report was prepared in consultation with Pamela Hamilton, Supervisor Corporate Budgets and reviewed by Melanie Steele, Associate Director, Financial Reporting.

Appendices

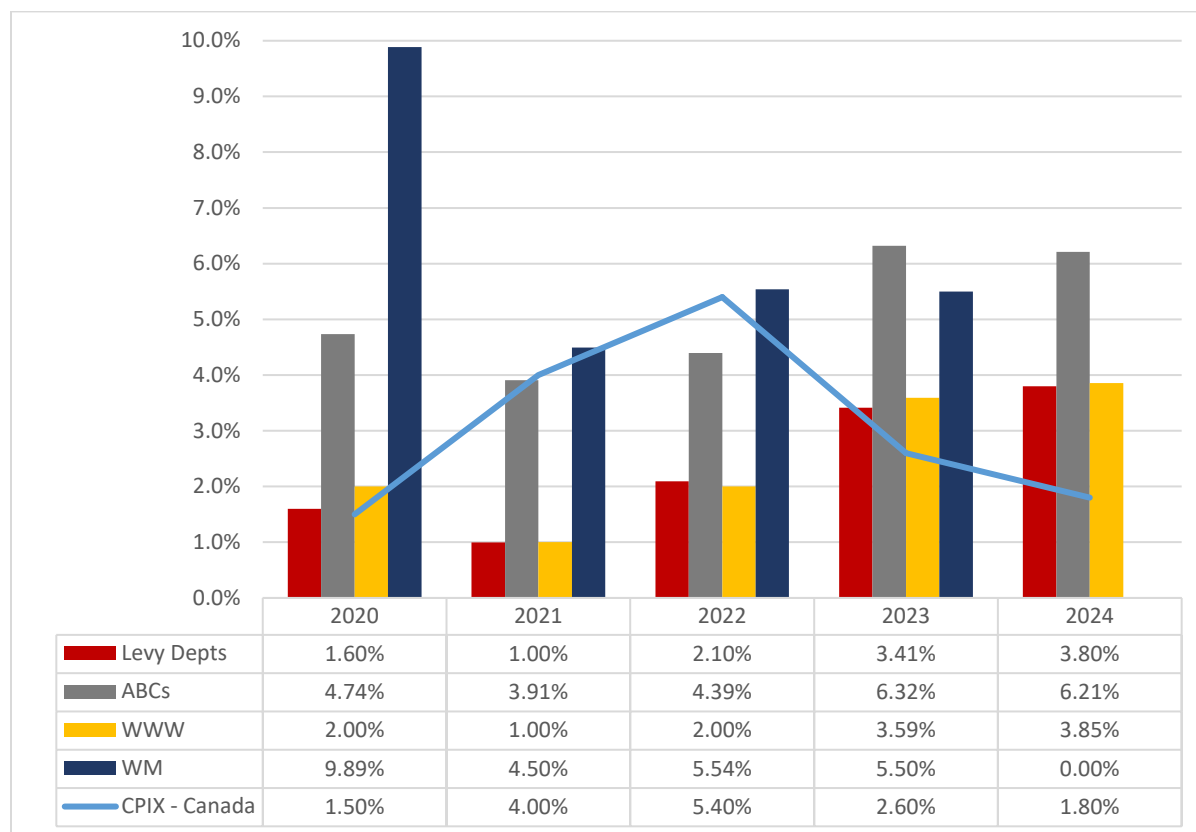
Appendix 1	2025 Budget Timetable
Appendix 2	Historical CPIX and Base Budget Increases
Appendix 3	General Tax Levy and Water & Wastewater Capital Financing Strategy
Appendix 4	Historical Assessment Growth

2025 Budget Timetable*

Meeting Type	Topic	Date
Budget Education	Introduction	Thursday, August 15, 2024, 9:00 a.m. to 4:00 p.m.
Budget Workshop	Capital	Thursday, September 5, 2024, 1:00 p.m. – 4:30 p.m.
BRCOTW	Capital	Thursday, September 12, 2024, 6:30 p.m.
Budget Workshop	ABCs, Water & Wastewater Rates, Waste Management & Niagara Transit Commission Special Tax Levies	Thursday, October 10, 2024, 9:00 a.m. – 4:00 p.m.
BRCOTW	Waste Management & Niagara Transit Commission Special Tax Levies	Thursday, October 17, 2024, 6:30 p.m.
BRCOTW	Water & Wastewater Rates	Thursday, November 7, 2024, 6:30 p.m.
BRCOTW	ABCs	Thursday, November 14, 2024, 6:30 p.m.
Council	Water & Wastewater Rate and Special Levy By-laws	Thursday, November 21, 2024, 6:30 p.m.
Budget Workshop	General Tax Levy	Thursday, November 28, 2024, 9:00 a.m. to 4:00 p.m.
BRCOTW	General Tax Levy	Thursday, December 5, 2024, 6:30 p.m.
Council	General Tax Levy, Capital & User Fee By-laws	Thursday, December 12, 2024, 6:30 p.m.

*Approved by Council - CSD 20-2024 2025 Budget Timetable

Historical Core Consumer Price Index (CPIX) and Base Budget Increases



Notes -

- The five-year average increase in Core Consumer Price Index (CPIX) is 3.10%; following the peak of 5.4% in 2022
- Base Budget percentage increases shown (Levy Depts, ABC's Water and Wastewater and Waste Management) are base budget net expenditure increases year over year

General Tax Levy and Water & Wastewater Capital Financing Strategy

General Tax Levy

Table 1. Transfers to Capital Levy Reserve: 2.60% for Year 1, 1.50% for :Year 2, 2.50% for Years 3 to 10:

(Millions)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Target*
Capital Transfer	36.3	43.0	55.0	67.6	80.8	94.5	108.7	123.6	139.1	155.2	158.0
Annual % Increase	2.60%	1.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

*General Tax Levy Targets based on 50-year Average Annual Renewal Investment (AARI) strategy

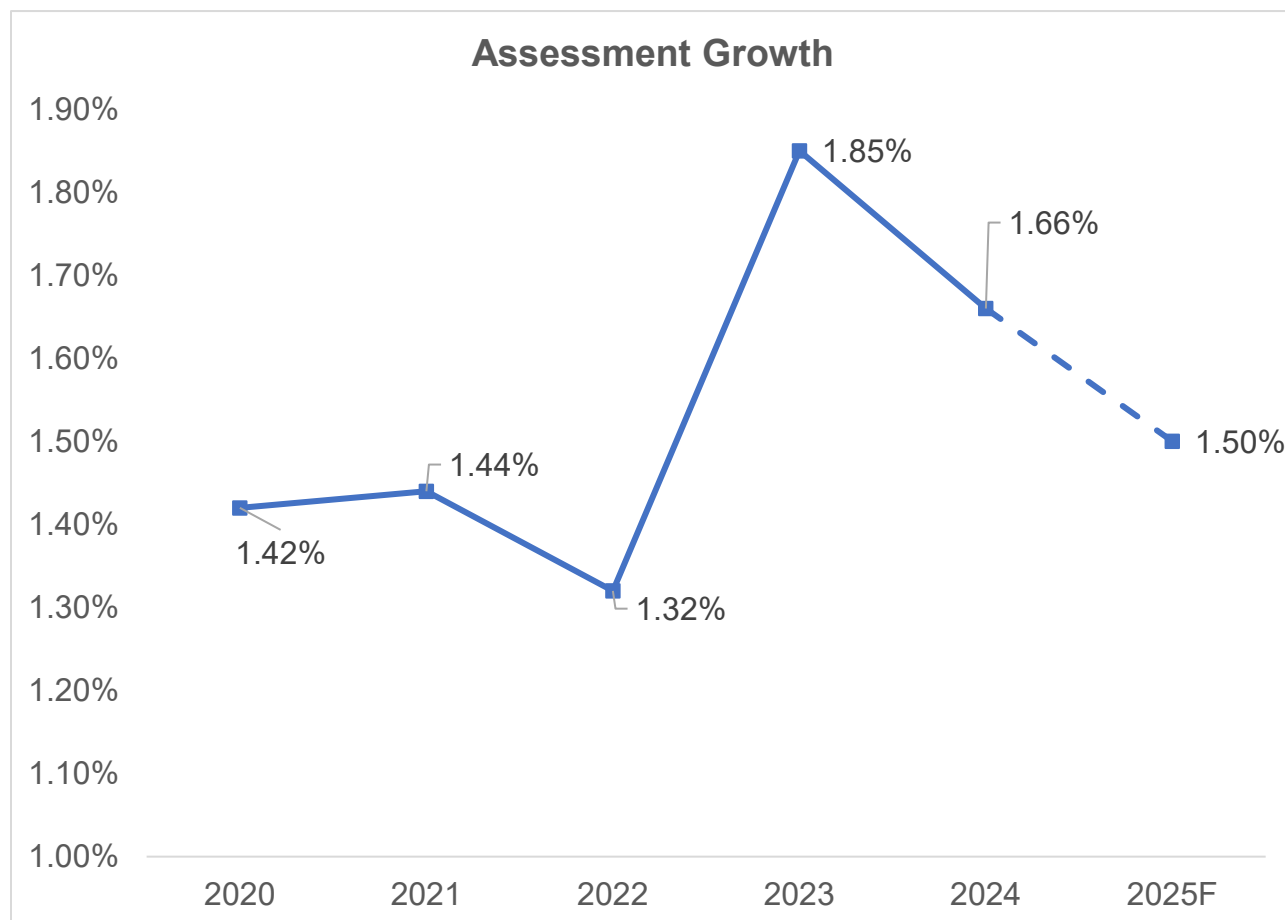
Water & Wastewater

Table 2. Transfers to Capital Rate Reserves: 5.00% for Year 1, 4.10% for :Year 2, 7.22% for Years 3 to 10:

(Millions)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Target**
Capital Transfer	47.7	53.5	64.7	76.8	89.9	104.2	119.6	136.3	154.4	173.9	164.0
Annual % Increase	5.00%	4.10%	7.22%	7.22%	7.22%	7.22%	7.22%	7.22%	7.22%	7.22%	7.22%

**Water & Wastewater Targets based on 10-year Average Annual Renewal Investment (AARI strategy)

Historical Assessment Growth



Notes –

- Budget Planning by-law states that assessment growth is prioritized for Capital Financing, Council Strategic Priorities, Operating Costs of Capital
- No initial projection available from MPAC
- The five-year average increase in assessment growth is 1.54%
- 2025 assessment growth is forecasted at 1.50%

Administration

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-980-6000 Toll-free: 1-800-263-7215 Fax: 905-687-4977

www.niagararegion.ca

September 5, 2024

CL 13-2024, August 29, 2024

CL-C 73-2024, August 29, 2024

Ms. C. Sharma
Chief Administrative Officer
Niagara Peninsula Conservation Authority

SENT ELECTRONICALLY

Niagara Peninsula Conservation Authority (NPCA) Board of Directors Vacancy
CL-C 73-2024

Regional Council, at its meeting held on August 29, 2024, passed the following motion:

That Memorandum CL-C 73-2024, dated August 29, 2024, respecting Niagara Peninsula Conservation Authority (NPCA) Board of Directors Vacancy, **BE RECEIVED**; and

That Councillor Witteveen **BE APPOINTED** to the Niagara Peninsula Conservation Authority (NPCA) Board of Directors for the remainder of this term of Council, effective immediately.

Councillor Witteveen's contact information is included below:

Email: albert.witteveen@niagararegion.ca

Phone: 289-253-7739

Yours truly,



Ann-Marie Norio
Regional Clerk

:kl
CLK-C 2024-094

cc: Councillor Witteveen

Report To: Board of Directors

Subject: Compliance and Enforcement Q2 Statistics 2024

Report No: FA-46-24

Date: September 20, 2024

Recommendation:

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

Purpose:

The purpose of this report is to provide the Board with an overview summary of the 2024 second quarter activities related to Compliance and Enforcement in the NPCA watershed.

Background:

The Compliance and Enforcement Service Area of the Niagara Peninsula Conservation Authority (NPCA) plays a pivotal role in the protection of wetlands, watercourses, shorelines, and hazardous lands within the NPCA's jurisdiction. An overall goal is to protect the health and safety of persons, and property from damage or destruction as a result of development activities that are affected or impacted by natural hazards, such as flooding and erosion. Three quarterly reports and one annual report are provided to the Board of Directors on statistics tracked by staff.

Discussion:

Accomplishments and Process Improvements

For 2024, the regulations team is focused on abatement activities for issued *Conservation Authorities Act* Section 28 permits, Officer safety and training, enhancing the use of available technologies and prioritizing effective partnerships with municipal by-law staff and other regulatory agencies. These elements will continue to drive continuous improvement within the business unit and reporting categories.

Quarterly and annual reports for 2024 include activity details in addition to enforcement statistics tracked by the regulation team. The regulations team has participated in and

coordinated several activities in the second quarter of 2024 that support targeted work planning objectives and division improvements.

Table 1: Compliance & Enforcement Collaborations and Training, Q2 2024

Category	Details
Training	Planned compliance and enforcement teaching and training opportunities during the annual fall Conservation Areas Workshop sponsored by Conservation Ontario.
	On-going implementation of compliance standard operating procedures.
Partnerships	Continued participation in the monthly Niagara municipalities by-law working group.
	Continued participation in the quarterly provincial Regulatory Compliance Ontario western hub.
	Continued participation as a member of the executive of the Regulatory Compliance Committee of Conservation Ontario.

Q2 2024 Compliance and Enforcement Statistics

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

The statistics below are from April 1, 2024, to June 31, 2024.

Table 2: General Q2 File Statistics, 2019-2024

	2019	2020	2021	2022	2023	Q2 2024
Open/Active Files						22
Closed/Resolved Files						85
TOTAL	21	59	118	90	94	107

Table 3: Complaint Validity

	Q2 2024
NPCA jurisdiction – valid concern	69
Not NPCA jurisdiction or valid concern – file closed	29
Under review by NPCA or not specified	9
TOTAL	107

Table 4: Complaint / Violation Avenues

	Q2 2024
TIPS – email, voicemail, online form	59
Staff Voicemail / Phone / Email	10
Professional Contacts	20
Officer Found	11
Other / Not Specified	7
TOTAL	107

Table 5: Complaints By Regulated Feature

	Q2 2024
Lake Ontario Shoreline	3
Lake Erie Shoreline	6
Wetlands and Wetland Buffers	33
Watercourses and Watercourse Buffers	28
Valleyland and Valleyland Buffers	15
Floodplains	4
Hazardous Lands	0
Municipal Drains / Watercourses	0
Other / Not Specified	18
TOTAL	107

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

Table 6: Complaints and Potential Violations by Municipality

	Q2 2024	% TOTAL
Fort Erie	15	14.0%
Grimsby	2	1.9%
Haldimand	6	5.6%
Hamilton	10	9.3%
Lincoln	8	7.5%
Pelham	7	6.5%
Niagara Falls	19	17.8%
Niagara-on-the-Lake	10	9.3%
Port Colborne	5	4.7%
St. Catharines	6	5.6%
Thorold	3	2.8%
Wainfleet	3	2.8%
Welland	6	5.6%
West Lincoln	5	4.7%
No Location	2	1.9%
TOTALS	107	100%*

Note: total percentage may not equal 100% due to rounding.

Table 7: Notices of Violation

	Q2 2024
Notices Resolved	3
Notices Unresolved / In Progress	7
TOTAL NOTICES ISSUED	10

Table 8: Risk and Response Levels (as per Section 28 Procedural Manual)

	Q2 2024
No Risk	35
Low	34
Moderate	27
High	4
Other / Not Specified	7
TOTAL	107

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

The NPCA Section 28 Procedural Manual was completed and approved by the Board of Directors in July of 2022. The table below is from the procedural manual and provides additional details with regards to the Risk and Response levels being reported above.

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

Financial Implications:

There are no additional financial implications for the day-to-day operations of the Compliance and Enforcement business unit as the work is accounted for in the 2024 budget. Should any complaint or violation proceed to the issuance of a summons and court proceedings, there will be costs associated with these activities that have been accounted for in the departmental operating budget. Additionally, the NPCA regulations staff will continue to employ prioritization strategies including the NPCA Section 28 Procedural Manual to allocate the resources to appropriately respond to the more significant and high-risk contraventions of the *Conservation Authorities Act*.

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

Links to Policy/Strategic Plan:

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

Related Reports and Appendices:

None.

Authored by:

Original Signed by:

Jason Culp, C.Tech., EP
Manager, Compliance and Enforcement

Reviewed by:

Original Signed by:

David Deluce, MCIP, RPP
Director, Planning and Development

Submitted by:

Original Signed by:

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

Report To: Board of Directors

Subject: Contract Award – Toronto-Dominion Bank

Report No: FA-44-24

Date: September 20, 2024

Recommendation:

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.

Purpose:

The purpose of this report is to award Banking & Investment Services to the **Toronto-Dominion Bank**, in accordance with the Niagara Peninsula Conservation Authority's (NPCA) Procurement Policy. This award follows an RFP process aimed at selecting a financial institution that can provide high-quality service, optimize cash management, and introduce innovative solutions to enhance the NPCA's and Niagara Peninsula Conservation Foundation's (NPCF) financial operations. The award will also consolidate services from four financial institutions into one, streamlining operations and improving overall efficiency.

Background:

The Niagara Peninsula Conservation Authority (NPCA) and the Niagara Peninsula Conservation Foundation (NPCF) have been utilizing the services of the same financial institution for an extended period. To ensure that both organizations continue to receive the highest quality of service at the most reasonable cost, a Request for Proposals (RFP) was issued for Banking & Investment Services in June 2024.

This initiative also sought to consolidate services from four different financial institutions thereby simplifying operations and enhancing overall effectiveness. The RFP provided an opportunity to explore alternative business banking practices and innovative solutions that could improve banking, cash management, investment services, and customer service. The process was designed to identify a provider that could offer superior service and

leverage new technologies to optimize financial operations. Further to a thorough evaluation of the proposals received, Toronto-Dominion Bank was identified as the top-ranked proponent to meet the needs of the NPCA and NPCF.

Discussion:

On June 6, 2024, the NPCA issued a competitive Request for Proposals (RFP No. 2024-RFP029) for Banking & Investment Services through Bids & Tenders. The RFP process closed with four submissions received and evaluated. Staff are recommending that the contract be awarded to the highest-ranked proponent: Toronto-Dominion Bank.

The term of the contract is to be for a period of five years, with an option to extend the contract with approved terms and conditions for an additional term of up to five years upon mutual agreement. Following the award, implementation will commence immediately, to transition the NPCA's and NPCF's banking services to Toronto-Dominion Bank by November 1, 2024. This transition is expected to enhance the organizations' financial operations by leveraging the innovative solutions and high-quality service proposed by the selected proponent.

By securing competitive banking services, the organization can anticipate reduced fees, enhanced financial reporting, and improved cash management. Further, it is expected that the transition will enhance the organization's investment portfolio performance, contributing to the overall financial sustainability and achievement of long-term strategic goals.

It is essential that the financial terms of the contract align with the organization's structure and constraints while also providing flexibility for future financial needs. This contract award represents a critical component in ensuring the organization's fiscal health and operational effectiveness.

Financial Implications:

The contract award will directly influence the organization's financial management, including cash flow optimization, investment returns, and transaction costs. Transaction costs, bank fees, investment returns fluctuate with the market and organizational volumes. A specific annual financial commitment is not quantifiable currently, but savings are anticipated when transitioning banking and investment services to one institution. All quoted rates, fees and returns are competitive and within budget provisions.

Authored by:

Original Signed by:

Eric Gervais, NISCL-CSCL/CSCMP
Manager, Corporate Support Services

Reviewed by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

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

Report To: Board of Directors

Subject: Trees for All Update

Report No: FA-45-24

Date: September 20, 2024

Recommendation:

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

Purpose:

To provide an update to the NPCA Board of Directors regarding the development of the Trees for All program.

Background:

The Niagara Peninsula Conservation Authority (NPCA) has a long legacy of planting trees and shrubs to the benefit of increasing natural forest and woodlot cover, enhancing local habitats, and improving water quality within the Niagara Peninsula Watershed.

From at least the 1970's when delivering provincial land and forest reforestation programming to its modern restoration services, NPCA has been working with government agencies, municipal partners, private landowners and local environmental organizations to plant trees across its jurisdiction.

From 1997 to 2017, under the former Water Quality and Improvement Program, records show that NPCA planted 1,001,713 trees and shrubs, restoring 568 hectares to wooded cover. The current NPCA Restoration Grant Program has planted 356,901 trees and shrubs since 2019, restoring 165 hectares of prospective forest.

NPCA aspires to plant 1 million trees across the watershed by 2031, corresponding with the duration of the *2021-2031 Strategic Plan*. However, as community desire to plant trees and shrubs are growing in response to the need to implement nature-based solutions, strengthen biodiversity, and increase the tree

canopy on the landscape, demands for planting services have both escalated and now dominate the annual workplan of NPCA restoration resources.

This ambitious target and the complementary goal of adding 600 hectares of natural cover overall were approved by the NPCA board in 2022 with the proposed Enhanced Watershed Restoration and Stewardship Program. A new framework for restoration services was recommended in the enhanced program concepts and staff were directed to develop program details, including guidelines, cost estimates, and staffing requirements in accordance with its recommendations. The framework was designed recognizing a need to transition restoration operations to a service-oriented model to accommodate distinct audiences, access funding mechanisms and achieve shared outcomes.

Ontario Regulation 686/21 (O. Reg. 686/21) identifies tree planting and other restoration endeavors as either non mandatory Category 2 or 3 programs and services. These services are either conducted collaboratively through levy neutral cost sharing approaches, via fee for service at the request of a municipality, or as determined and recommended by the conservation authority to further the purposes of the *Conservation Authorities Act*.

Discussion:

NPCA is well recognized and increasingly sought for its leadership and tree planting subject matter expertise developed through its restoration programming. This is increasingly including the provision of associated planting services that incorporate client engagement, project management, design and planning, implementation, post monitoring and maintenance outside of a granting context. Duties required to support tree planting revolve around an extensive year-long implementation cycle that will benefit from dedicated resources. Increased financial incentives, demand and tree planting ambitions further support the establishment of Trees for All.

Program Components

Trees for All is a tree planting program designed for public and private lands in both urban and rural areas within the Niagara Peninsula Watershed. Lead by the NPCA, it is supported by a broad local partnership of government and other organizations.

This multi-year, high-volume program has developed from collaborative efforts of this partnership. Initially funded through a previous federal grant, Trees for All began with the identification of 800 hectares of potential planting area across the watershed that is estimated to have capacity for at least 500,000 trees. 700 private landowners have registered their properties for consideration to receive subsidized trees through the emerging program.

Municipal partners have also offered over 200 public properties that could accommodate tree planting. Many of these public sites are viable considerations for community planting events, offering a high level of civic engagement and a critical stewardship element to the program for partners.

The Goals of Trees for All are:

1. Cumulatively plant 1 million trees across the watershed by 2031 collaboratively with watershed stakeholders.
2. Provide residents and partners with subsidized trees and educate them about their value as nature-based solutions to mitigate climate change, enhance biodiversity, and increase local tree canopy.
3. Provide turn-key tree planting services that value appropriate site preparation and native planting prescriptions, long-term maintenance and monitoring to ensure the highest survival rates within control.
4. Better watershed health, restore woodlots and increase forest cover, enhance local habitats, improve water quality, and build a more resilient natural system.

Trees for All strategically includes the establishment and coordination of a formal Community of Practice (CoP) for the Niagara Peninsula Watershed specifically for Carolinian seed collection to source and supply native tree stock of sufficient variety to intentionally build biodiversity resilience through its planting prescriptions. This specific initiative is fully funded through a secured federal grant.

Funding Structure

The planting aspect of the program is structured on a cost-sharing model that factors available existing subsidies, partner investment, landowner contributions, and private and public grant contributions as they are available and secured. Landowner contributions endeavor to remain at no greater than 25% of project direct costs to maintain consistency with the rates established under the restoration grant program.

In early 2024, NPCA renewed its status as a Provincial Delivery Agent (PDA) for the 50 Million Tree Program with Forests Ontario for the next two operating years, affording NPCA financial support to reduce tree planting costs. These provisions also cover replanting requirements and some support for required survival assessments. As a PDA, NPCA can secure trees annually from approved nurseries through Forests Ontario allocation services, reducing risk for the program with respect to securing stock.

NPCA is also leveraging Conservation Ontario's partnership with Tree Canada in the National Greening Program to subsidize bareroot stock-oriented planting projects. Tree Canada will also incrementally pay the NPCA to post monitor its planting projects further supporting important program operations included in its services.

Restoration staff have also secured a multi-year award extending through 2026 from Ontario Power Generation's Regional Biodiversity Fund to further anchor the program through its initial years. The Niagara Peninsula Conservation Foundation (NPCF) has assisted with securing funds for 2025 program operations from Royal Bank of Canada. These will be used primarily to match the private bareroot planting scope of the program.

Continual searching and application development for additional funding to support Trees for All will be an ongoing priority for program staff, and a key element of the service-oriented approach that will demonstrate the value from a partner-investment perspective. Trees for All will work with all partners to creatively leverage funding opportunities to support tree planting efforts in the Niagara Peninsula Watershed.

Most significantly, Trees for All has secured a multi-year federal contribution agreement to support planting potted trees. Tree stock of this nature (one-to-two-gallon pots) are ideal for community plantings in municipal parks and other public properties where site plans do not meet eligibility requirements and do not qualify for less expensive bareroot stock. The program will also have a significant emphasis, and bring substantial subsidy, to tree planting activities and services for municipal partners who endeavor to increase their urban canopies and natural cover in their existing green spaces through Trees for All services.

While primarily positioned to assist partners with their public lands, potted stock supported by this funding will also be able to assist private landowners, both rural and urban, whose planting interests are of smaller scopes and are not eligible for subsidies through Forests Ontario or Tree Canada.

Next Steps

Trees for All will continue to discuss potential funding opportunities with partners for additional stock and planting needs, such as the Federation of Canadian Municipalities' Green Municipal Fund. As site designs and planting plans for public properties are developed, service delivery needs will be assessed and vetted through the partnership.

The partnership supporting Trees for All remains open to additional members and continues to grow as it endeavors to collaborate towards efficient and integrated tree planting efforts across the Niagara Peninsula Watershed in what has fast become a complex space of intense aspiration. As with additional program funding

opportunities, several supplementary partnership opportunities are currently being explored for Trees for All. Respecting that funding for the environment generally is limited relative to broader public issues (i.e. public housing, health), we must work in synergy with our partners, and Trees for All is designed upon that principle.

While the transition to Trees for All has already begun during NPCA's 2024 tree planting season wherein 11 of 15 municipal partners have participated and leveraged the available services to some extent, the program is poised to be fully supported and resourced in 2025. Based on available subsidies and grants secured thus far, NPCA has financially modelled out to 2028 and endeavors to plant 70,000 bareroot and 20,000 potted trees per year.

As Trees for All matures as a program and gains investment momentum required to achieve these annual objectives, operations will expand to support demand within the watershed. As implementation pace quickens with the 1 million tree goal by 2031 in view, operations can be refined and expanded, and the public can be reengaged to solicit new planting opportunities.

Project prioritization and selection will largely be driven by fluctuating operational constraints with respect to partner investments, landowner feasibility, and planting methods required to reach implementation targets within annual budget allotments. These primary considerations will be balanced with a supplemental evaluation of ecological criteria to assess and advance planting projects with higher contributions to environmental co-benefits where possible, in keeping with program goals.

Financial Implications:

The delivery of the Trees for All program will not impact the municipal levy. Both Trees for All and NPCA's core restoration services are prepared in line with Board-approved targets for the corporate 2025 Operating Budget.

As detailed in this report the program is financed through a cost-sharing model supported by multiple funding sources. Several subsidies and significant federal and private sector grant awards have been secured to date to match projected landowner and partner contributions towards the annual implementation targets set for initial program launch.

Staff strategically monitor the environmental funding sector to continuously sustain and improve the cost-sharing model for the program, striving to increase feasibility for partners and landowners.

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 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:

Report No. FA-51-22 RE: Enhanced Watershed Restoration and Stewardship Program

Authored by:

Original Signed by:

Geoffrey Verkade
Senior Manager, Integrated Watershed Strategies

Reviewed by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Reviewed and Submitted by:

Original Signed by:

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

Report To: Board of Directors

Subject: Master Services Agreement with Vineland Research and Innovation Centre for Preparing a Roadmap to 1 Million Trees

Report No: FA-48-24

Date: September 20, 2024

Recommendation:

THAT Report No. FA-48-24 RE: Master Services Agreement with Vineland Research and Innovation Centre for Preparing a Roadmap to 1 Millions 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.

Purpose:

The purpose of this report is to seek approval to enter into a Master Services Agreement with Vineland Research and Innovation Centre (Vineland) for preparing a roadmap to assist the Niagara Peninsula Conservation Authority (NPCA) and its partners with achieving a target within the NPCA Enhanced Watershed Restoration and Stewardship Program to plant 1 million native trees across the watershed by 2031.

Background:

NPCA has endeavored with its member municipalities, and other local partners, to establish a high-volume multi-year tree planting program (Trees for All) and associated services within the Niagara Peninsula Watershed. Through Trees for All, the NPCA and its partners endeavor to plant 500,000 trees across the Niagara Peninsula Watershed in the next five years. This number is likely to increase to 1

Report No. FA-48-24
Master Services Agreement with Vineland Research and Innovation Centre
for Preparing a Roadmap to 1 Million Trees

Page 1 of 4

million trees planted by 2031. However, challenges to achieve this goal include plans for clear seed sourcing, understanding availability of local seed and tree supply, tree sourcing and production, species selection as dependent on site, site preparation, and logistics for movement, storage and tracking of locally grown seeds and trees, among others. Also, noting the importance of locally supplied seed, NPCA requires the facilitation and creation of a Community of Practice to assist in the development of a seed collecting network and strategy for the Niagara Peninsula Watershed.

Discussion:

Demonstrating local leadership, NPCA has conceptualized a coordinated approach to address these supply and sourcing issues within the Niagara Peninsula Watershed and secured a federal grant to accomplish this through a local Community of Practice comprised of its traditional tree planting partners (member municipalities, local eNGOs) and other parties interested in critical seed collection. These include expert organizations such as Carolinian Canada, Forests Ontario, the Forest Gene Conservation Association, Niagara Parks Commission, and Vineland Research and Innovation Centre.

The scope of work for the Community of Practice includes identifying a coordinator to facilitate its initial development, the identification of seed collection needs (encompassing both volume supply and species gaps relative to annual operating targets), designing a site collection network, developing collection scheduling that is linked to collaborative resourcing, facilitation of additional certified seed collection training, addressing storage and transfer protocols complete with established chains of custody. All these efforts will culminate into a comprehensive seed strategy document for the Niagara Peninsula Watershed that will guide and coordinate Community of Practice members through a collaborative approach to local seed collection.

Vineland Research and Innovation Centre (Vineland) and the NPCA aim to collaborate to address these challenges using Vineland's research-based approach. Roles and responsibilities and the scope of work will be established through a Master Services Agreement. Due to the complexity and scale of the challenges associated with securing, planting, and successful establishment of such a large quantity of trees in five years, Vineland endeavors to develop a roadmap for NPCA to implement a local seed and tree sourcing plan. This two-year project will be funded through the federal grant that has been awarded to the NPCA.

Partnering with Vineland introduces an innovative and cost-effective solution to NPCA's niche research needs with respect to investigating the seed and tree supply chain for native species, with a particular focus on Carolinian Forest zone species. Vineland Research conducts the Greening the Landscape Research Consortium and the NPCA is a participating 'Living Lab' member. The consortium

conducts scientific research, supports industry collaboration, and facilitates the transfer of knowledge to advance the collective capacity of the urban tree value chain. In doing so, Vineland is well networked within the trees supply and establishment industry, and highly experienced with gathering and processing both scientific and industry research to meaningful and insightful outcomes.

Financial Implications:

The total value of the Master Service Agreement with Vineland is in the amount of \$240,000 and will be dispersed from 2024 to 2026.

This recommendation is compliant with Appendix A, section 9 of NPCA's Procurement Policy where it specifically states that goods and services purchased through a collaborative and consortium buyer agreement are exempt from the competitive bid requirements. Vineland and the NPCA are both members of one such consortium, the Niagara Public Purchasing Committee.

This multi-year agreement will be funded through a federal grant that has already been secured to cover this cost in its entirety as well as cover NPCA's overhead to manage it.

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 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.

Related Reports and Appendices:

Report No. FA-51-22 RE: Enhanced Watershed Restoration and Stewardship Program

Authored by:

Original Signed by:

Geoffrey Verkade
Senior Manager, Integrated Watershed Strategies

Reviewed by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

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

Report To: Board of Directors

Subject: Delegation of Authority under the *Conservation Authorities Act*

Report No: FA-47-24

Date: September 20, 2024

Recommendation:

THAT Report No. FA-12-24 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.

Purpose:

To obtain Board approval to delegate permit signatory authority for all Section 28 work permits to Leilani Lee-Yates, CAO/Secretary-Treasurer, and David Deluce, Director, Planning and Development pursuant to Section 28.4 of the *Conservation Authorities Act*.

To obtain Board approval to delegate permit signatory authority for Section 29 permits to Leilani Lee-Yates, CAO/Secretary-Treasurer pursuant to Section 28.4 of the *Conservation Authorities Act* and Regulation (O. Reg. 688/21).

To obtain Board approval to delegate authority to Leilani Lee-Yates, CAO/Secretary-Treasurer, and David Deluce, Director, Planning and Development to undertake administrative reviews of complete permit applications pursuant to Section 28.4 of the *Conservation Authorities Act* and Section 8 of Ontario Regulation (O. Reg. 41/24).

Background:

Section 28.4 Delegation of Power under the *Conservation Authorities Act* allows a conservation authority to delegate any of its powers related to the issuance or cancellation of permits under the Act or its regulations to any other person or body, subject to any limitations or requirements that may be prescribed by regulation.

Section 8 of O. Reg. 41/24 identifies parameters that allow an applicant to request an administrative review of their permit application. This administrative review requested by an applicant shall be completed by the authority no later than 30 days after it is requested. The authority must:

- a) Confirm that the application meets the requirements of a complete application or provide reasons why the application is incomplete; or
- b) Provide reasons why a request for other information, studies or plans to form a complete application is reasonable or withdraw the request for all or some of the information, studies or plans.

At the March 22, 2024 Full Authority Meeting, the Board passed Resolution No. FA-21-2024, delegating permit signatory authority for Section 28 work permits to the CAO/Secretary-Treasurer and Director, Planning and Development. Resolution No. FA-21-2024 further delegated authority to the CAO/Secretary-Treasurer and Director, Planning and Development to carry out administrative reviews of complete applications under Section 8 of O. Reg 41/24.

As a best practice, many conservation authorities delegate powers to their staff related to the granting of permits for the use of their lands.

Discussion:

The ability to delegate authority to senior staff to sign work permits is essential to ensure the NPCA meets the permit review timeline of 90 days, as prescribed by the Province under the amendments to the *Conservation Authorities Act* enacted on April 1, 2024. If the NPCA fails to give the applicant notice of a decision with respect to a permit application within 90 days after the application is deemed complete, the applicant may appeal the application directly to the Ontario Land

Tribunal (OLT). The delegation of signatories for work permits ensures that the NPCA provides a client-centric focus on the timely issuance of permits.

Delegation of authority is provided to individuals, based on their position, for the duration of employment in that role. This establishes consistency and continuity of quality service provision. The recommendations outlined reflect staffing changes in leadership roles and are aligned with authorities delegated to the positions identified.

It is recommended that NPCA maintain the practice of delegating authority to the CAO/Secretary-Treasurer and the Director, Planning and Development to carry out the permit related administrative review as an additional customer service measure to ensure we satisfy legislative timelines. This approach is consistent with current practice wherein the Director of Planning and Development is the NPCA Client Service Facilitator under our Client Service Standards for Plan and Permit Review.

Financial Implications:

There are no financial implications associated with this report.

Links to Policy/Strategic Plan

Goal 2.1 – Maintain a high standard of client services, tools and procedures for planning review and permits.

Related Reports and Appendices:

Report No. FA-09-24 RE: New Conservation Authorities Act Legislative and Regulatory Requirements – NPCA Housekeeping Policy Amendments and Transition Plan

Report No. FA-12-24 RE: Delegation of Authority under the Conservation Authorities Act

Report No. FA-18-24 RE: Delegation of Authority under the Conservation Authorities Act

Authored by:

Original signed by:

Melanie Davis
Manager, Office of the CAO & Board

Reviewed by:

Original signed by:

David Deluce, MCIP, RPP
Director, Planning & Development

Submitted by:

Original signed by:

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

**Hybrid Finance Committee
Meeting Minutes
Niagara Peninsula Conservation Authority
Wednesday July 24, 2024, 9:00 a.m.**

MEMBERS PRESENT: S. Beattie
R. Foster
B. Grant
M. Tadeson

REGRETS: J. Metcalfe
P. O'Neill

STAFF PRESENT: A. Christie, Director, Conservation Areas
M. Davis, Manager, Office of the CAO & Board
L. Gagnon, Director, Corporate Services
E. Gervais, Manager, Corporate Support Services
C. Sharma, Chief Administrative Officer/Secretary –
Treasurer

OTHERS PRESENT: D. Cridland

CAO/Secretary–Treasurer, Chandra Sharma, called the meeting to order at 9:01 a.m.

1. APPROVAL OF AGENDA

Recommendation No. FC-10-2024

Moved by: Robert Foster

Seconded by: Brian Grant

THAT the Finance Committee July 24, 2024 Agenda **BE APPROVED.**

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None.

3. APPOINTMENT OF CHAIR & VICE-CHAIR

Nomination

Moved by: Brian Grant

THAT Member Robert Foster **BE NOMINATED** for Chair of the Finance Committee for 2024.

Recommendation No. FC-11-24

Moved by: Brian Grant

Seconded by: Stewart Beattie

THAT Member Foster **BE APPOINTED** Chair of the Finance Committee for 2024.

CARRIED

Nomination

Moved by: Robert Foster

THAT Member Brian Grant **BE NOMINATED** for Vice Chair of the Finance Committee for 2024.

Recommendation No. FC-12-24

Moved by: Robert Foster

Seconded by: Stewart Beattie

THAT Member Brian Grant **BE APPOINTED** Vice Chair of the Finance Committee for 2024.

CARRIED

CAO Sharma yielded the floor to Member Foster to Chair meeting proceedings upon conclusion of appointments.

4. APPROVAL OF THE MINUTES

4.1. Minutes of the NPCA Finance Committee dated April 3, 2024

Recommendation FC-13-24

Moved by: Stewart Beattie

Seconded by: Brian Grant

THAT the minutes of the Finance Committee meeting dated April 3, 2023 **BE APPROVED**.

CARRIED

5. CORRESPONDENCE

None.

6. PRESENTATIONS

None.

7. DELEGATIONS

None.

8. CONSENT ITEMS

None.

9. DISCUSSION ITEMS

9.1. Report No. FC-08-24 RE: Financial Report – Q1 – 2024

Lise Gagnon, Director, Corporate Services provided a brief overview of the report noted above. Discussion regarding acceleration of capital projects in second and third quarter ensued.

Recommendation FC-14-24:

Moved by: Brian Grant

Seconded by: Stewart Beattie

THAT Report No. FC-08-24 RE: Financial Report – Q1 – 2024 BE RECEIVED.

CARRIED

9.2. Report No. FC-09-24 RE: Financial Report – Q2 – 2024

Lise Gagnon, Director, Corporate Services, provided the Committee an overview of the report. Discussion ensued regarding components costs captured within land securement and the movement of funds between the NPCA and the Niagara Peninsula Conservation Foundation. Capital project completion rate was recorded at 61% by June 30, 2024.

Committee Member Mark Tadeson joined the meeting at 9:15 a.m.

Recommendation FC-15-24:

Moved by: Mark Tadeson

Seconded by: Brian Grant

THAT Report No. FC-09-24 RE: Financial Report – Q2 – 2024 BE RECEIVED.

CARRIED

9.3. Report No. FC-07-24 RE: 2025 Budget Assumptions and Process

Lise Gagnon, Director, Corporate Services, provided an overview of the report noted above. Discussion regarding key assumptions and impacts of an accelerated budget process timelines ensued.

Recommendation FC-16-24:

Moved by: Mark Tadeson

Seconded by: Stewart Beattie

THAT Report No. FC-07-24 RE: 2025 Budget Assumptions and Process **BE RECEIVED**;

AND THAT the budget assumptions for the 2025 Operating and Capital Budgets as identified in the report **BE APPROVED** for use in the development of the 2025 budgets;

AND THAT 2025 draft budget **BE DEVELOPED** in conformity to the updated Conservation Authorities (CA) Act;

AND THAT staff **BE DIRECTED** to continue discussions relative to known funding gaps and service level agreements with municipal partners;

AND THAT a list of current known unfunded priorities **BE PREPARED** for the Board's consideration in conjunction with 2025 budgets;

AND THAT the Preliminary 2025 Budget **BE REVIEWED** by the Finance Committee and brought to the Board of Directors at the October 18, 2024 meeting for review and approval;

AND FURTHER THAT the funding municipalities **BE ADVISED** thirty days in advance of the Levy vote in accordance with the Conservation Authorities (CA) Act and Ontario Regulation 402/22.

CARRIED

10. NEW BUSINESS

A discussion regarding the status of the banking services project and subsequent transition planning ensued.

11. CLOSED SESSION

None.

12. ADJOURNMENT

The meeting was adjourned at 9:28 a.m.

**CAO Selection Oversight Committee
MEETING MINUTES**

Friday, August 2, 2024
12:00 p.m.
NPCA Main Office
Carolinian Hall
3350 Merrittville Highway, Thorold, ON

MEMBERS PRESENT: J. Metcalfe, Chair
S. Beattie, Vice Chair
D. Cridland
R. Foster (joined at 12:36 p.m.)

STAFF PRESENT: C. Sharma, CAO
M. Ferrusi, Manager, People and Performance

OTHERS: S. Fagundes, HR Associates
L. Sherin, HR Associates

The NPCA Chair called the meeting to order at 12:07 p.m.

1. APPROVAL OF AGENDA

Resolution No. SC-06-24
Moved by: Member Beattie
Seconded by: Member Cridland

THAT the agenda for the CAO Selection Committee meeting of August 2, 2024 **BE ADOPTED** as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None.

3. APPROVAL OF THE MINUTES

3.1. Minutes of the CAO Selection Oversight Committee dated July 17, 2024

Resolution No. SC-07-2024
Moved by: Member Cridland
Seconded by: Member Beattie

THAT the minutes of the CAO Selection Committee meeting dated July 17, 2024 **BE APPROVED.**

CARRIED

4. CLOSED SESSION

4.1 Consideration of personal matters about an identifiable individual, including NPCA employees, municipal or local board employees (CAO recruitment process discussion)

Resolution SC-08-2024

Moved by: Member Cridland

Seconded by: Member Beattie

THAT the Board move into closed session at 12:09 p.m.

CARRIED

Resolution SC-09-2024

Moved by: Member Foster

Seconded by: Member Cridland

THAT HR Associates proceed to schedule Round 1 interviews with the identified candidates.

CARRIED

5. ADJOURNMENT

Resolution SC-10-2024

Moved by: Member Foster

Seconded by: Member Cridland

The CAO Selection Oversight Committee meeting adjourned at 1:24 p.m.