

**NORTH BAY-MATTAWA CONSERVATION AUTHORITY
MINUTES
of the**

NINTH Meeting of the North Bay-Mattawa Conservation Authority held at 4:45 p.m. on November 25, 2020 as an electronic meeting via Zoom.

MEMBERS PRESENT:

Callander, Municipality of	-	Robb Noon	(4:40pm – 5:19pm)
Calvin, Township of	-	Dean Grant	(4:33pm – 5:19pm)
Chisholm, Township of	-	Nunzio Scarfone	(4:33pm – 5:19pm)
Mattawa, Town of	-	Loren Mick	(4:33pm – 5:19pm)
North Bay, City of	-	Dave Mendicino	(4:33pm – 5:19pm)
North Bay, City of	-	Chris Mayne	(4:33pm – 5:19pm)
North Bay, City of	-	Simon Blakeley	(4:33pm – 5:19pm)
Papineau –Cameron, Township of	-	Shelley Belanger	(4:45pm – 5:19pm)
Powassan, Municipality of	-	Dave Britton	(4:33pm – 5:19pm)

MEMBER(S) ABSENT:

Bonfield, Township of	-	Jane Lagassie
East Ferris, Municipality of	-	Pauline Rochefort
Mattawan, Municipality of	-	Michelle Lahaye

ALSO PRESENT:

Ann Convery, Accounts payable Clerk
Brian Tayler, CAO, Secretary-Treasurer
David Ellingwood, Supervisor, Source Water Protection
John Strang, Laurentian Ski Hill & Snowboarding Club
Mike King, Laurentian Ski Hill & Snowboarding Club
Paula Loranger, Community Relations coordinator
Paula Scott, Director, Planning & Development/Deputy CAO
PJ Wilson – North Bay Nugget
Rebecca Morrow, Administrative Assistant
Shawn Kozmick, GIS Specialist
Sue Buckle, Manager, Communications and Outreach
Troy Storms, Manager, Lands & Stewardship
Valerie Murphy, Regulations Officer

1. Approval of the Agenda

The Chair welcomed everyone to the meeting and extended regrets on behalf of Michelle Lahaye & Jane Lagassie. After discussion the following resolution was presented:

Carried Unanimously

2. Declaration of Pecuniary Interest

None declared.

3. Adoption of Previous Minutes of October 28, 2020

After discussion the following resolution was presented:

Resolution No. 88-20, Mick-Blakeley

THAT the minutes from the October 28, 2020 meeting are adopted as presented.

Carried Unanimously

4. Delegations

None.

5. Laurentian Ski Hill Snowboarding Club Annual update

Brian Tayler introduced Mike King, General Manager of Laurentian Ski Hill Snowboarding Club (LSHSC). After members welcomed Mike, he and John Strang gave an update on the LSHSC activities and current status. After discussion, the members thanked Mike and John for the update.

6. Laurentian Ski Hill Snowboarding Club Capital Reserve

Brian Tayler presented a report regarding a request from LSHSC for Capital Reserves. After discussion the following resolution was presented:

Resolution No. 89-20, Britton-Mayne

THAT the request from the Laurentian Ski Hill Snowboarding Club (LSHSC) for fund from the capital reserves in the amount of \$55,620.00 is approved, and

THAT the report be received and appended to the minutes of this meeting.

Carried Unanimously

7. Conservation Authorities Act changes

Brian Tayler and Dave Mendicino brought the members up to date on the proposed changes to the Conservation Authorities Act. After discussion, the following resolution was presented:

Resolution No. 90-20, Mayne-Blakeley

WHEREAS the Province has introduced Bill 229, Protect, Support and Recover from Covid-19 Act – Schedule 6 – Conservation Authorities Act;

AND WHEREAS the proposed changes will limit Conservation Authorities ability to ensure people and property are protected from natural hazards and result in short and long term impacts to property and the environment;

THEREFORE BE IT RESOLVED THAT the North Bay-Mattawa Conservation Authority Board of Directors request removal of Schedule 6 from Bill 229 to allow for provincial , municipal and conservation authority consultations on the implications of changes to the Conservation Authorities Act;

FURTHER THAT a copy of this resolution be forwarded to Premier Doug Ford; Minister of Economic Development, Job Creation and Trade, Vic Fedeli; Minister of Environment Conservation and Parks, Jeff Yurek; Minister of Natural Resources and Forestry, John Yakabuski; Minister of Municipal Affairs and Housing, Steve Clark; Minister of Finance, Rod Philips; and all Member Municipalities of the North Bay-Mattawa Conservation Authority.

Carried Unanimously

8. Section 28 Approvals

The members reviewed the report. After discussion, the following resolution was presented:

Resolution No. 91-20, Mayne-Britton

THAT the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses November 13, 2020 board report is received and appended to the minutes of this meeting.

Carried Unanimously

9. Monthly Financial Update

The members reviewed the report. Brian Tayler highlighted some key areas. After discussion, the following resolution was presented:

Resolution No. 92-20, Grant-Blakeley

THAT the Board of Directors receives the Budget Update report at October 31, 2020, and
THAT the report be approved and appended to the minutes of this meeting.

Carried Unanimously

10. Septic Program: Mandatory Maintenance Inspections

Paula Scott presented a report to members on the Mandatory Maintenance Inspections. After discussion, the following resolution was presented:

Resolution No. 93-20, Belanger-Noon

THAT the Board of Directors receives this report and recognize the challenges faced by on-site sewage system staff to complete the required 2020 Mandatory Maintenance Inspections, and;

THAT staff are directed to complete a 2021 work plan to make up for the 140 inspections not conducted this year, while maintaining the 5 year cycle, and

FURTHER THAT this report be received and appended to the minutes of this meeting.

Carried Unanimously

11. Strategic Plan

Brian Tayler presented a report to members on the upcoming Strategic Plan. After discussion the following resolution was presented:

Resolution No. 81-20, Blakeley-Mayne

THAT the Board of Directors approves and receives the report on the Strategic Plan 2014-2019 dated November 19, 2020, and;

FURTHER THAT staff are directed to move forward with the 2020-2025 Strategic Planning Process, and

FURTHER THAT Chris Mayne, Simon Blakeley and Dave Britton are appointed to sit on the Strategic Planning Committee, together with the Board Chair, and;

THAT this report be appended to the minutes of this meeting,

Carried Unanimously

12. New Business

None declared


13. Adjournment (5:19 p.m.)

As there was no new business, the following resolution was presented:

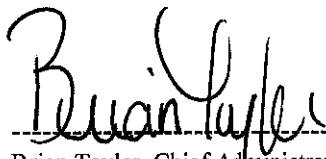
Resolution No. 86-20, Grant-Lagassie

THAT the meeting be adjourned, and the next meeting be held at 5:30 pm Wednesday January 27, 2021 at a location to be determined or at the call of the Chair.

Carried Unanimously



Dave Mendicino, Chair



Brian Tayler, Chief Administrative Officer, Secretary Treasurer

TO: The Chairman and Members
of the Board of Directors,
North Bay-Mattawa Conservation Authority

ORIGIN: Troy Storms - Manager Lands, Stewardship

DATE: November 25, 2020

SUBJECT: Laurentian Ski Hill Snowboarding Club (LSHSC) Capital Reserve

Background:

On November 9, 2020 LSHSC invited the NBMCA staff to review a preliminary proposal regarding Covid-19 pandemic upgrades for upcoming winter operations (2020/21) specifically within two operating areas of the Ski Hill.

The two LSHSC operating areas are:

- a) Administration building and Customer Service (first floor) – Installation of outdoor electric radiant heaters located under existing mezzanine, and equipment storage. These improvements are to create warming areas for customers and increase indoor space for staff as space will be limited indoors due to pandemic.
- b) Lower Lodge - New outside deck – This deck will improve the flow of patrons by providing more space outside to rest, limiting indoor entry, and maintaining physical distancing requirements. This new amenity will be adaptable to the lower lodge facility and includes; decking, posts, stairs, lighting and all material ,supplies, permits required to meet building code requirements.

The Conservation Authority holds two reserve accounts for the LSHSC. One is to assist with annual operational expenses and the other is to help with NBMCA owned Capital asset expenses.

We have received correspondence from the LSHSC requesting the conservation authority board of directors approve funds in the amount of \$55,620.00 to upgrade capital assets. NBMCA has added \$300 as an upset price to Mr. Strang's request for a building permit. *(LSHSC Letter is attached)*

Analysis:

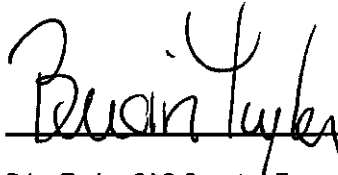
The LSHSC capital reserve account is at \$226,412.00. The LSHSC request from Mr. John Strang for upgrades, in the amount of \$55,620.00 meets the reserve accounts criteria for accessing funds.

John Strang will provide a financial update to the NBMCA board of Directors November 25, 2020, as well as speaking to this funding request for capital improvements described above.

Recommendation:

Staff has concluded the request meets the criteria to permit access LSHSC Capital Reserve fund and are recommending to the Board approval to transfer the funds to LSHSC.

Troy Storms, Manager Lands, Stewardship

A handwritten signature in black ink, appearing to read "Brian Taylor", written over a horizontal line.

Brian Taylor, CAO Secretary Treasurer

Brian Tayler

From: John Strang <john@unac.ca>
Sent: November 19, 2020 8:42 AM
To: Brian Tayler
Cc: Gavan, Bradley; Michael King
Subject: [EXTERNAL] Capitol Reserves
Attachments: 20-118 - PRP - 11.13.2020 - Laurentian Ski Hill - Lower Lodge Deck Design_Suppa.pdf; 20-118 - Laurentian Ski Hill Lower Lodge Deck - Conceptual Sketches - 11.17.2020.pdf; Radiant heaters.pdf; Suppa info on deck.docx; ski hill deck proposal price Doc.docx; SIRH-RADIANT_2020.pdf; Requests for Capitol Reserves access November 19,2020.docx

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November 19, 2020

North Bay-Mattawa Conservation Authority
15 Janey Avenue
North Bay ON
P1C 1N1

Attention: Brian Tayler

Dear Brian,

Laurentian Ski Hill is currently planning for the upcoming ski season. We are very excited about what this season is shaping up to be. We believe that this season could be our best ever. One of the challenges we are facing due to the Covid-19 pandemic is the restrictions that all businesses are faced with and that is the limit on indoor gathering. We are limited with the number of people that we can have inside our building. This poses challenges in how we service increased demand for everything from purchasing our lift tickets, rentals, warming and feeding our guests. Our Covid-19 committee came forward with many recommendations that we are currently implementing. Laurentian Café is faced with the same challenge. We are asking the NBMCA to allow us to access the Capitol Reserve to the amount of \$56,000.00

These monies will allow us to provide heated seating outside for warming and putting on your boots and added eating space at the Lower Chalet. These improvements will serve the needs of our customers this year and in the future and we believe that these are all "capitol asset upgrades". A quick breakdown is as follows:

Cost Breakdown:

Suppa Engineering: \$5,000

Bernard Rochefort , Radiant Heaters: \$17,620

Bernard Rochefort, Lighting at bottom of hill: \$2000

Degagne & Lefebvre , Deck: \$27,800

Foreshew Trucking Powassan, 20' Sea Container: \$2900

Total = \$55,320

If you have any questions or concerns, please feel free to contact me directly.

Sincerely,

John Strang

President
LSH Board of Directors

TO: The Chairman and Members
of the Board of Directors,
North Bay – Mattawa Conservation Authority

ORIGIN: Brian Tayler, CAO/Secretary-Treasurer

DATE: November 25, 2020

SUBJECT: Conservation Authorities Act Changes

Background:

In June 2019, the *More Homes, More Choice Act, 2019* (Bill 108) amended the *Conservation Authorities Act* to, among other things:

- Define the four areas of core mandatory programs and services offered by conservation authorities and allowing for the programs and services that make up each area to be further defined by regulation. The four areas include:
 1. Programs and services related to the risk of natural hazards
 2. Programs and services related to the conservation and management of lands owned or controlled by the conservation authority
 3. Programs and services related to the conservation authority's duties, functions and responsibilities as a source protection authority under the Clean Water Act, 2006
 4. Programs and services related to the conservation authority's duties, functions and responsibilities under an Act prescribed by the regulations
- Allow other programs and services outside of the four core areas to be prescribed as mandatory programs and services.
- Require, after a specified date, that municipal financing of a non-mandatory program and service can only continue, where the conservation authority has entered into a financing agreement with its participating municipalities.

These sections of the Conservation Authorities Act are currently un-proclaimed.

On November 5, 2020, the Ontario government tabled Bill 229, *Protect, Support and Recover from COVID-19 Act (Budget Measures)*. It contained a number of legislative changes through schedules attached to the Act including Schedule 6 to amend the *Conservation Authorities Act*. The Province has introduced a number of changes to the *Conservation Authorities Act* and the *Planning Act* that significantly either limit or completely change the role of conservation authorities to protect Ontario's environment and ensure people and property are safe from natural hazards. The changes risk watering down or limiting conservation authorities' ability to ensure a watershed-based approach to development and to overall protection of Ontario's environment.

Because Bill 229 is imbedded in a budget, Section 33 of the Environmental Bill of Rights (1992) exempts proposals from the public consultation requirements under the EBR if the proposal forms part of or gives effect to a budget or economic statement presented to the Legislative Assembly.

Analysis:

Conservation Authorities have fulfilled their objects and delivered their programs and services “on a watershed basis”. A number of changes proposed in the act have removed either directly or indirectly the watershed-based focus in favour of planning priorities or political processes.

1. **Changes have been made to the conservation authorities’ role in the land use planning process:** CAs’ role in review and appeal of municipal planning applications has been removed and/or hindered.
 - CAs have been removed from being a formal recipient of Planning Act applications. (CAs can comment at their discretion or at request of municipality, but municipalities would be no longer mandated to consult with CAs on Planning Act applications.)
 - CAs will not be able to independently appeal or become a party to an appeal as a public body at the Local Planning Appeal Tribunal (LPAT).
2. **The appeal process for permit applications and conditions have changed; and the Minister of Natural Resources and Forestry will have new powers to issue permits in place of a Conservation Authority:**
 - The Minister of Natural Resources and Forestry would now have the power to issue an order to take over and decide an application for a permit under section 28 of the Conservation Authorities Act in place of the conservation authority (i.e. before the conservation authority has made a decision on the application).
 - Appeals would now be made to the Local Planning Appeal Tribunal (LPAT) or directly to the Minister. The new appeal processes could add as many as 200 days to the application process around permit and planning applications and appeals.
 - The Minister can make his/her own decision without a hearing, issue a permit and require the CA to ensure compliance.
 - Appealing to the LPAT instead of the Ministry of Natural Resources and Forestry Mining and Lands Commission (MLC) shifts focus of deliberations from a science-based, technical review of the application to a tribunal that has a planning-based focus. LPAT lacks the specialized knowledge that the MLC has with regard to Section 28 applications.
 - These new processes would significantly slow down the permitting process and add unnecessary red tape and cost.
 - Conservation authorities will not be permitted to issue stop work orders.
3. **Conservation Authorities are required to implement changes by January 2022, an impossible timeline for both CAs and municipalities to meet:**
 - The act requires a conservation authority to provide mandatory programs and services which are to be prescribed in regulations (which have yet to be issued). Potentially the regulations could restrict what the Authority is able to do for its member municipalities.
 - An authority is required to enter into agreements with municipalities for the delivery of non-mandatory programs and services if any municipal funding is needed to cover costs for the programs and services.
 - The transition period for the identification of mandatory and non-mandatory programs, negotiation of municipal participation and the signing of agreements ends December 2021. Agreements with NBMCA’s 10 member municipalities must be completed by mid-2021 giving CAs and municipalities only 6-8 months to finalize the agreements in time for consideration regarding the 2022 budgets.

4. The process of appointment, term, and responsibility of Board members has changed:

- Only municipally elected councillors can be appointed to a CA Board (no longer citizen appointments, unclear whether Mayor could be appointed)
- The Minister may appoint a Board member to represent agricultural interests
- Board members must now represent the interests of their own municipality above the interests and mandate of the conservation authority (contradicts fiduciary duty of board members to act in the best interests of the corporation they are overseeing).
- Board chair and vice chair terms to be one year as is the current practice; and can only serve 2 terms (total 2 years)

5. These changes will result in additional costs to municipalities and conservation authorities due to extra layers of work. For example:

- Negotiation and administration of agreements for non-mandatory or municipal programs
- Layered appeal processes
- Resources required to administer transition to new processes between CAs and municipalities are unknown at this time.

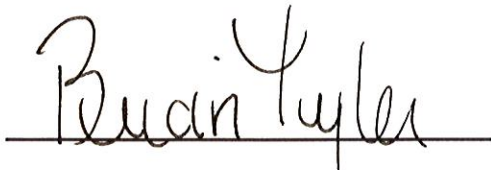
Attached please find a more detailed summary of the Proposed Amendments to the *Conservation Authorities Act & Planning Act* through Bill 229 and its implications as prepared by Conservation Ontario.

Recommendation:

There will be an opportunity for Board members to discuss the proposed changes and make a decision on a course of action, if any, in response to Bill 229, Schedule 6. There may be an update to this report provided at the Board meeting should additional information or changes arise between the time of this report and the Board meeting.

RECOMMENDED RESOLUTION:

At the board's discretion.



A handwritten signature in black ink that reads "Brian Tayler". The signature is written in a cursive style and is positioned above a solid horizontal line.

Brian Tayler, CAO/Secretary-Treasurer

Summary of Proposed Amendments to the *Conservation Authorities Act* & *Planning Act* through Bill 229 and Implications

Description of Proposed Amendments	Implications to Conservation Authorities
<p>Existing aboriginal or treaty rights</p> <p>Section 1 is amended to include a non-abrogation clause with respect to aboriginal and treaty rights.</p> <p>Members of authority</p> <p>Section 14 is amended to ensure that the members of a conservation authority that are appointed by participating municipalities are municipal councillors. The Minister is given the authority to appoint an additional member to a conservation authority to represent the agricultural sector. The powers to define in regulation the composition, appointment or minimum qualifications for a member of the Board have been repealed. The duties of a member are amended, every member is to act honestly and in good faith and shall generally act on behalf of their respective municipalities.</p>	<p>No concern.</p> <p>There may be a municipal concern. Municipalities will no longer be able to appoint a member of the public to the Board and the specification of ‘municipal councillor’ rather than “municipally elected official” may exclude Mayors.</p> <p>There may be a municipal concern. Should the Minister choose to appoint a member to represent the agricultural sector it is assumed that candidates would apply through the Public Appointments Secretariat. It is also assumed that these appointments would have the same voting privileges as all members and would be entitled to receive per diems and to be appointed as the chair or vice-chair.</p> <p>There may be a municipal concern. There is no opportunity to manage these legislative amendments through the regulations process as Bill 229 has removed the ability to prescribe by regulation, the composition, appointment, or qualifications of members of CAs.</p> <p>Significant concern. The amendment that would require members to act on behalf of their respective municipalities contradicts the fiduciary duty of a Board Member to represent the best interests of the corporation they are overseeing. It puts an individual municipal interest above the broader watershed interests further to the purpose of the Act.</p>

Description of Proposed Amendments	Implications to Conservation Authorities
<p>Meetings of authorities</p> <p>Section 15 is amended to require that meeting agendas be available to the public before a meeting takes place and that minutes of meetings be available to the public within 30 days after a meeting. They are to be made available to the public online.</p>	<p>No concern. CA Administrative By-Laws were completed by the December 2018 legislated deadline and, as a best practice, should already address making key documents publicly available; including meeting agendas and meeting minutes.</p>
<p>Chair/vice-chair</p> <p>Section 17 is amended to clarify that the term of appointment for a chair or vice-chair is one year and they cannot serve for more than two consecutive terms.</p>	<p>There may be a municipal concern. Municipal Councillor interest and availability regarding this requirement is to be determined.</p>
<p>Objects</p> <p>Section 20 objects of a conservation authority are to provide the mandatory, municipal or other programs and services required or permitted under the Act and regulations.</p>	<p>No concern. Previously the objects of an authority were to undertake programs and services designed to further the conservation, restoration, development and management of natural resources. This is still reflected in the Purpose of the Act. The objects now reference the mandatory and non-mandatory programs and services to be delivered. The “other programs and services” clause indicates that “an authority may provide within its area of jurisdiction such other programs and services as the authority determines are advisable to further the purposes of this Act”.</p>
<p>Powers of authorities</p> <p>Section 21 amendments to the powers of an Authority including altering the power to enter onto land without the permission of the owner and removing the power to expropriate land.</p>	<p>No concern</p>
<p>Programs and Services</p>	<p>Significant concern. The basic framework of mandatory, municipal and other program and services has not changed from the previously</p>



Description of Proposed Amendments	Implications to Conservation Authorities
<p>Section 21.1 requires an authority to provide mandatory programs and services that are prescribed by regulation and meet the requirements set out in that section. Section 21.1.1 allows authorities to enter into agreements with participating municipalities to provide programs and services on behalf of the municipalities, subject to the regulations. Section 21.1.2 would allow authorities to provide such other programs and services as it determines are advisable to further the purposes of the Act, subject to the regulations.</p> <p>Agreements for 'other programs and services'</p> <p>An authority is required to enter into agreements with the participating municipalities in its jurisdiction if any municipal funding is needed to recover costs for the programs or services provided under section 21.1.2 (i.e. other program and services). A transition plan shall be developed by an authority to prepare for entering into agreements relating to the recovery of costs. *All programs and services must be provided in accordance with any prescribed standards and requirements. * <i>NOTE- this new addition is addressed as a significant concern under Programs and Services above.</i></p>	<p>adopted but not yet proclaimed amendments to the legislation. What has now changed is that municipal programs and services and other programs and services are subject to such standards and requirements as may be prescribed by regulation. Potentially the regulations could restrict what the Authority is able to do for its member municipalities or to further the purpose of the Act.</p> <p>Potential concern. This appears to be a continuation of an amendment previously adopted but not yet proclaimed. MECP staff indicate that the current expectation is that the plan in the roll-out of consultations on regulations is that the Mandatory programs and services regulation is to be posted in the next few weeks. It is noted that this will set the framework for what is then non-mandatory and requiring agreements and transition periods. MECP staff further indicated "changes would be implemented in the CA 2022 budgets" which is interpreted to mean that the Transition period is proposed to end December 2021. Subject to the availability of the prescribed regulations this date is anticipated to be challenging for coordination with CA and municipal budget processes.</p>
<p>Fees for programs and services</p> <p>Section 21.2 of the Act allows a person who is charged a fee for a program or service provided by an authority to apply to the authority to reconsider the fee. Section 21.2 is amended to require the authority to make a decision upon reconsideration of a fee within 30 days. Further, the amendments allow a person to appeal the decision to the Local Planning Appeal Tribunal or to bring the matter directly to the Tribunal if the authority fails to render a decision within 30 days.</p>	<p>Some concern. Multiple appeals of fees have the potential to undermine CA Board direction with regard to cost recovery and to divert both financial and staff resources away from the primary work of the conservation authority.</p>

Description of Proposed Amendments	Implications to Conservation Authorities
<p>Provincial oversight</p> <p>New sections 23.2 and 23.3 of the Act would allow the Minister to take certain actions after reviewing a report on an investigation into an authority's operations. The Minister may order the authority to do anything to prevent or remedy non-compliance with the Act. The Minister may also recommend that the Lieutenant Governor in Council appoint an administrator to take over the control and operations of the authority.</p>	<p>No concern. This appears to be an expansion of powers previously provided to the Minister.</p>
<p>Ministerial Review of Permit Decisions</p> <p>Subsection 28.1 (8) of the Act currently allows a person who applied to a conservation authority for a permit under subsection 28.1 (1) to appeal that decision to the Minister if the authority has refused the permit or issued it subject to conditions. Subsection 28.1 (8) is repealed and replaced with provisions that allow the applicant to choose to seek a review of the authority's decision by the Minister or, if the Minister does not conduct such a review, to appeal the decision to the Local Planning Appeal Tribunal within 90 days after the decision is made. Furthermore, if the authority fails to make a decision with respect to an application within 120 days after the application is submitted, the applicant may appeal the application directly to the Tribunal.</p>	<p>Significant concern. These amendments provide two pathways for an applicant to appeal a decision of an Authority to deny a permit or the conditions on a permit. One is to ask the Minister to review the decision; the other is to appeal directly to the Local Planning Appeal Tribunal. Appeals brought through these processes will create additional workload for the Authority and increase the amount of time that a permit appeal process takes.</p> <p>New guidelines will need to be created to support the Minister and the LPAT in their decision-making processes. There is no reference to a complete application being submitted prior to the 120 day "clock" being started.</p>
<p>Minister's Order Re. S. 28 Permit</p> <p>New section 28.1.1 of the Act allows the Minister to order a conservation authority not to issue a permit to engage in an activity that, without the permit, would be prohibited under section 28 of the Act. After making such an order the Minister may issue the permit instead of the conservation authority.</p>	<p>Significant concern. These powers appear to be similar to a Minister Zoning Order provided for under the <i>Planning Act</i>. Should the Minister decide to use these powers it is appears that the CA may be required to ensure compliance with the Minister's permit.</p>

Description of Proposed Amendments	Implications to Conservation Authorities
<p>Cancellation of Permits</p> <p>Section 28.3 of the Act is amended to allow a decision of a conservation authority to cancel a permit or to make another decision under subsection 28.3 (5) to be appealed by the permit holder to the Local Planning Appeal Tribunal.</p>	<p>Some concern. Some conservation authorities use the cancellation of a permit as part of their compliance approach; the ability to appeal to the LPAT will add 90 days to the process prior to a LPAT hearing taking place. Renders the tool ineffective if the permit holder decides to appeal.</p>
<p>Entry Without Warrant, Permit Application</p> <p>Subsection 30.2 (permit application) of the Act sets out circumstances in which an officer may enter land within the area of jurisdictions of an authority. Those circumstances are revised.</p>	<p>Some concern. The changes are to amendments previously adopted but not proclaimed. For considering a permit application, the officer is now required to give reasonable notice to the owner and to the occupier of the property, which may result in increased administrative burden for the CA. It also appears to remove the ability to bring experts onto the site.</p>
<p>Entry Without Warrant, Compliance</p> <p>Subsection 30.2 (compliance) of the Act sets out circumstances in which an officer may enter land within the area of jurisdictions of an authority. Those circumstances are revised.</p>	<p>Significant/Some concern. The revisions essentially undo any enhanced powers of entry found within the yet to be proclaimed enforcement and offences section of the Act. The result is that CAs essentially maintain their existing powers of entry, which are quite limited. Conservation authorities will likely have to rely on search warrants to gain entry to a property where compliance is a concern. Reasonable grounds for obtaining a search warrant cannot be obtained where the activity cannot be viewed without entry onto the property (i.e. from the road).</p>
<p>Stop (work) Order</p> <p>Section 30.4 of the Act is repealed. That section, which has not yet been proclaimed and which would have given officers the power to issue stop orders to persons carrying on activities that could contravene or are contravening the Act, is repealed.</p>	<p>Significant concern. This is an important enforcement tool that conservation authorities have been requesting for years. Without this tool, conservation authorities must obtain an injunction to stop unauthorized activities which represents a significant cost to the taxpayers.</p>
<p>Regulations Made By Minister and LGIC</p> <p>The regulation making authority in section 40 is re-enacted to reflect</p>	<p>No concern.</p>

Description of Proposed Amendments	Implications to Conservation Authorities
<p>amendments in the Schedule.</p> <p>Throughout the legislation all references to the Mining and Lands Commissioner has been replaced with the Local Planning Appeal Tribunal</p> <p>Planning Act – Exclusion of CAs as Public Body</p> <p>Subsection 1(2) of the <i>Planning Act</i> is amended to remove Conservation Authorities as a public body under the legislation. Conservation authorities will not be able to independently appeal or become a party to an appeal as a public body at the LPAT.</p>	<p>Some concern. The LPAT lacks the specialized knowledge that the MLT has with regard to S. 28 applications. There is also a significant backlog of cases at the LPAT.</p> <p>Significant concern. There is lack of clarity on the implications of this amendment.</p> <p>The intent of the amendment is to remove from conservation authorities the ability to appeal to LPAT any <i>Planning Act</i> decisions as a public body or to become a party to an appeal. Conservation authorities will instead be required to operate through the provincial one window approach, with comments and appeals coordinated through MIMAH. Note that the one window planning system is typically enacted for the review of Official Plans and Official Plan Amendments. It is expected that conservation authorities will retain the ability to appeal a decision that adversely affects land that it owns however that has not been confirmed.</p>

TO: The Chairman and Members
of the Board of Directors,
North Bay-Mattawa Conservation Authority

ORIGIN: Valerie Murphy, Regulations Officer

DATE: November 13, 2020

SUBJECT: Report On Development, Interference with Wetlands, and Alterations to
Shorelines and Watercourses Permits for board approval

Background:

Section 28 of the *Conservation Authorities Act*, and subsequently Ontario Regulation 97/04 empowers each Conservation Authority to establish their own regulation to prevent the loss of life and property due to flooding and erosion, and to conserve and enhance natural resources. On May 4, 2006 the North Bay-Mattawa Conservation Authority (NBMCA) received its regulation entitled the Development, Interference with Wetlands, and Alterations to Shorelines and Watercourse Regulation (Ontario Regulation 177/06). This regulation will continue to be used as the tool by which the NBMCA manages issues related to development in natural hazard areas including areas with floodplains, wetlands and steep slopes. Within this regulation, a permit may be given by an Authority for development applications within the Authority's jurisdiction for:

28(1)(b) *prohibiting, regulating or requiring permission of the authority for straightening, changing, diverting or interfering in any way with the existing channel of a river, creek, stream or watercourse, or for changing or interfering in any way with a wetland;*

28(1)(c) *prohibiting, regulating or requiring the permission of the authority for development if, in the opinion of the authority, the control of flooding, erosion, dynamic beaches or pollution or the conservation of land may be affected by the development.* (Conservation Authorities Act, R.S.O. 1990, Chapter C.27).

On February 8, 2013, the amended Ontario Regulation 177/06 came into effect. These amendments were approved by the NBMCA Board of Directors on December 19, 2012. One of the amendments that was included, and which was approved by the NBMCA Board of Directors, included the delegation of approvals of permit applications to the following designated employees:

- Chief Administrative Officer, Secretary-Treasurer
- Director, Planning & Development

As such, this Board Report is being presented to the NBMCA Board of Directors for information purposes.

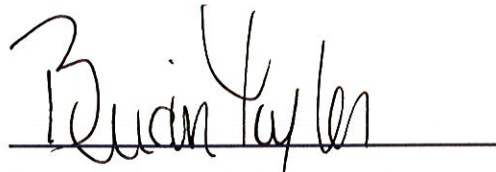
Analysis:

Nine new permits have been issued by the Conservation Authority in 2020 since the previously approved minutes as per the policies, procedures and guidelines of the NBMCA under Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation. A table summarizing the details of these permits is attached to this report.

Of the newly issued permits, three were issued for the placement, removal or grading of fill. One permit was issued for each of the following activities, demolition of an existing structure, construction of a new single family dwelling, construction of an addition to an existing structure, re-construction of a bridge, landscaping and dredging.



Valerie Murphy, Regulations Officer



Brian Tayler, CAO-Secretary Treasurer

DEVELOPMENT, INTERFERENCE WITH WETLANDS AND ALTERATIONS TO SHORELINES AND WATERCOURSES

FOR NBMCA BOARD INFORMATION ON: November 13, 2020 PERMIT YEAR: 2020

File No.	Name of Applicant	Municipality	Legal Description/ Address	Name of Regulated Feature	Nature of Work	Date Complete Application Received	Development, Interference with Wetlands and Alterations to Shorelines and Watercourses	
							Permit No./Date of Issuance	
RNB-20-53	Dan Little	North Bay	850 Four Mile Lake Road	Four Mile Lake	To grade to construct an access path to lake and to trench to install a water line	October 22, 2020	#102-20	October 29, 2020
RCHI-20-04	Larry Bayliss	Chisholm	465 Mallard Haven	Wasi Lake	To demolish existing dwelling and construct deck off lakefront of new dwelling	October 19, 2020	#103-20	October 29, 2020
RCAL-20-03	NBMCA	Calvin	Eau Claire Gorge Conservation Area	Amable du Fond River	To replace existing pedestrian bridge in Conservation Area	October 22, 2020	#104-20	October 29, 2020
RNB-20-545	Wendy Bullett	North Bay	709 Lakeshore Drive	Lake Nipissing	To remove existing wooden retaining wall and construct new armour stone retaining wall	October 26, 2020	#105-20	October 29, 2020
RNB-20-56	Champlain Tent and Trailer Park c/o Todd Wraight	North Bay	1202 Premier Road	Lake Nipissing	Placement of fill and gravel path	October 29, 2020	#106-20	November 5, 2020
RNB-20-55	City of North Bay	North Bay	Public Access at Jessup's Creek	Jessup's Creek at Lake Nipissing	To dredge accumulated sediment at mouth of creek and stabilize shoreline	November 5, 2020	#107-20	November 5, 2020

DEVELOPMENT, INTERFERENCE WITH WETLANDS AND ALTERATIONS TO SHORELINES AND WATERCOURSES

FOR NBMCA BOARD INFORMATION ON: November 13, 2020 PERMIT YEAR: 2020

RNB-20-58	Vickie Lewis	North Bay	139 Beth Street	Chippewa Creek floodplain	Addition to existing dwelling and deck	November 3, 2020	#108-20 November 5, 2020
RNB-20-48	Ryan McKee and Carla Vecchio	North Bay	1 Chateau Ridge	Johnson Creek	Construction of new single family dwelling	November 5, 2020	#109-20 November 12, 2020
RNB-20-59	City of North Bay c/o Canor Construction	North Bay	Vacant lot Monk Street	Chippewa Creek	Removal and replacement of fill and grading	November 5, 2020	#110-20 November 12, 2020

TO: The Chairman and Members
of the Board of Directors,
North Bay-Mattawa Conservation Authority

ORIGIN: Helen Cunningham, Manager, Financial Services and Human
Resources

DATE: November 25, 2020

SUBJECT: Monthly Financial Update

Background:

Staff are monitoring the 2020 budget very carefully to keep the Board Members up to-date of any potential impact of COVID-19. As Board Members are aware, the North Bay-Mattawa Conservation Authority's (NBMCA) office is closed to the public, but is still carrying on business by way of telephone, email and regular mail. All staff are working from home but coming in periodically, to ensure that services are still being performed.

As the Board Members were informed at the March meeting, that a careful watch of the budget is warranted, this is an update of revenue and expenses by program as of October 31st, 2020.

Analysis:

The end of October saw the overall total revenues up by 8% in comparison to October 2019. The revenue increase is mostly attributed to the fees collected in the Septic OBC program and the Section 28 Regulations program, with a combined increase of approx. 22% above last year.

The overall expenses are down approximately 19% at the end of October as in comparison to last year. Expenditures are down because of a hold on capital initiatives pending the outcome of the COVID-19 emergency.

Staff are tracking COVID-19 related expenditures and have applied for grants to help reimburse some of these costs.

Planning applications are starting to pick up as of October 31st with an increase in fees collected. This past month saw an increase of approx. 20% in fees compared to September.

The Interpretive Centre expenses are higher than anticipated due partly to extra expenditures because of COVID-19, and the building's HVAC system has been requiring costly repairs.

Overall, the Conservation Authority's financial position seems to be managing the challenges of COVID-19 without too much of a negative impact financially.

Recommendation:

The Chief Administrative Officer is recommending to the Board of Directors that staff continue to closely monitor expenditures.

RECOMMENDED RESOLUTION:

THAT the Board of Directors receives the Budget Update report at October 31st, 2020 be approved and appended to the minutes of this meeting.



Brian Tayler, CAO, Secretary-Manager

Helen Cunningham, Manager, Finance and Human
Resources

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REVENUES COMPARISON

2020 to 2019

	Jan-Oct 20 Actuals	Jan-Oct 19 Actuals	Variance to 2020 Actuals	% of 2019 to 2020	Comments
Income					
3100 - Administration	242,193.75	267,805.53	25,611.78	111%	
3500 - Watershed Planning	94,737.50	102,634.35	7,896.85	108%	
3600 - Flood Control	139,410.00	140,045.01	635.01	100%	
3700 - Erosion Control	56,655.00	55,880.06	-774.94	99%	
3800 - Flood Forecasting	97,896.00	96,579.04	-1,316.96	99%	
3900 - Ice Management	13,011.55	11,579.00	-1,432.55	89%	
8300 - Capital-Source Water Protection	240,778.47	256,281.72	15,503.25	106%	
3200 - Septics	778,487.50	659,978.09	-118,509.41	85%	
3400 - Section 28 Regulations	47,952.50	44,402.50	-3,550.00	93%	
4200 - Water Quality	4,640.00	13,937.50	9,297.50	300%	
5700 - Outreach	20,726.24	48,214.67	27,488.43	233%	
5600 - Interpretive Centre	164,040.45	165,815.06	1,774.61	101%	
7000 - Lands & Properties	108,815.75	118,512.00	9,696.25	109%	
8600 - Capital-Lands & Properties	365,161.00	397,395.00	32,234.00	109%	
9700 - Capital-Central Services	57,149.56	50,300.00	-6,849.56	88%	
9800 - Capital-DIA Technical Project	232,656.01	193,060.00	-39,596.01	83%	
9900 - Capital-NBIMCA Integrated Watershd Strategy	295,324.00	312,081.00	16,757.00	106%	
107-00 - Capital - Stewardship & Restoration	15,035.77	54,572.45	39,536.68	363%	
109-00 - Capital-WECI Project 2018/2019	708,386.00	367,573.00	-340,813.00	52%	
112-00 - LSHSC CAPITAL ASSET	65,000.00	64,114.00	-886.00	99%	
114-00 - LSHSC OPERATING RESERVE FUNDS	60,000.00	60,000.00	0.00	100%	
Total Income	3,808,057.05	3,480,759.98	-327,297.07	91%	

327,297.07

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**EXPENDITURE COMPARISON
2020 to 2019**

	Jan-Oct 20 Actuals	Jan-Oct 19 Actuals	Variance to 2020 Actuals	% of 2019 to 2020	Comments
Expense					
3100 · Administration	223,170.87	210,391.15	-12,779.72	94.27%	
3500 · Watershed Planning	83,013.90	98,656.18	15,642.28	118.84%	
3600 · Flood Control	139,416.31	301,531.55	162,115.24	216.28%	
3700 · Erosion Control	53,815.88	71,605.55	17,789.67	133.06%	
3800 · Flood Forecasting	80,012.70	148,175.19	68,162.49	185.19%	
3900 · Ice Management	5,231.21	10,752.51	5,521.30	205.55%	
8300 · Capital-Source Water Protection	171,534.69	186,466.53	14,931.84	108.71%	
3200 · Septics	614,550.45	605,465.69	-9,084.76	98.52%	
3400 · Section 28 Regulations	38,056.52	32,719.11	-5,337.41	85.98%	
4200 · Water Quality	886.55	9,278.18	8,391.63	1,046.55%	
5700 · Outreach	11,664.70	33,157.89	21,493.19	284.26%	
5600 · Interpretive Centre	162,765.19	148,520.89	-14,244.30	91.25%	
7000 · Lands & Properties	94,747.34	65,078.37	-29,668.97	68.69%	
8600 · Capital-Lands & Properties	162,854.97	140,096.23	-22,758.74	86.03%	
9700 · Capital-Central Services	23,792.59	30,192.01	6,399.42	126.9%	
9800 · Capital-DIA Technical Project	150,067.57	174,096.58	24,029.01	116.01%	
9900 · Capital-NBMCA Integrated Watershed Strategy	166,134.15	193,376.11	27,241.96	116.4%	
107-00 · Capital - Stewardship & Restoration	12,587.04	79,890.47	67,303.43	634.7%	
109-00 · Capital-WECL Project 2015/2016	20,495.06	84,276.15	63,781.09	411.2%	
112-00 · LSHSC CAPITAL ASSET	10,000.00	17,008.08	7,008.08	170.08%	
114-00 · LSHSC OPERATING RESERVE FUNDS	51,800.00	70,500.00	18,700.00	136.1%	
	<u>2,276,597.69</u>	<u>2,711,234.42</u>	<u>434,636.73</u>	<u>119.09%</u>	



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INCOME STATEMENT for the period of January 1 to October 31, 2020
 Unaudited Financial Statements

	Account	Revenue	Expense	Net	Account	Revenue	Expense	Net
Grant Eligible Core Activities								
Administration	31-00	242,193.75	223,170.87	19,022.88	Administration	256,488.38	205,887.59	50,600.79
Administration - Amortization Expense			271,583.36	-252,560.48	Administration - Amortization Expense		271,583.36	-221,022.57
Watershed Planning	35-00	94,737.50	83,013.90	11,723.60	Watershed Planning	90,962.50	75,630.87	15,331.63
Flood Control	36-00	139,410.00	139,416.31	-6.31	Flood Control	139,410.00	125,732.17	13,677.83
Erosion Control	37-00	56,655.00	53,815.88	2,839.12	Erosion Control	56,655.00	50,362.37	6,292.63
Flood Forecasting	38-00	97,896.00	80,012.70	17,883.30	Flood Forecasting	97,896.00	72,752.76	25,143.24
Ice Management	39-00	13,011.55	5,231.21	7,780.34	Ice Management	13,011.55	5,231.21	7,780.34
Source Protection Planning	83-00	240,778.47	171,534.69	69,243.78	Source Protection Planning	240,778.47	171,988.25	68,790.22
	Subtotal	884,682.27	756,195.56	128,486.71	Subtotal	895,161.90	707,995.22	187,166.68
Conservation Authority Core Activities								
Septics OBC	32-00	778,487.50	614,550.45	163,937.05	Septics OBC	658,802.50	552,755.61	106,046.89
Regulations and Fisheries	34-00	47,952.50	38,056.52	9,895.98	Regulations and Fisheries	41,797.50	34,671.73	7,125.77
Water Quality	42-00	4,640.00	886.55	3,753.45	Water Quality	4,640.00	218.48	4,421.52
Outreach	57-00	20,726.24	11,664.70	9,061.54	Outreach	20,726.24	10,676.84	10,049.40
Interpretive Centre	56-00	164,040.45	167,765.19	-3,724.74	Interpretive Centre	151,282.11	149,034.96	2,247.15
Lands and Property Operations	70-00	108,815.75	94,747.34	14,068.41	Lands and Property Operations	101,774.09	88,523.87	13,250.22
	Subtotal	1,124,662.44	922,670.75	201,991.69	Subtotal	979,022.44	835,881.49	143,140.95
NBMCA Capital Projects								
Lands and Properties Capital - C/A's/Trails	86-00	365,161.00	162,854.97	202,306.03	Lands and Properties Capital - C/A's/Trails	359,161.00	141,665.67	217,495.33
Central Services	97-00	57,149.56	23,792.59	33,356.97	Central Services	57,149.56	22,219.00	34,930.56
WECI 2018/2019	109-00	708,386.00	20,495.06	687,890.94	WECI 2018/2019	708,386.00	20,495.06	687,890.94
	Subtotal	1,130,696.56	207,142.62	923,553.94	Subtotal	1,124,696.56	184,378.73	940,316.83



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INCOME STATEMENT for the period of January 1 to October 31, 2020

Unaudited Financial Statements

	October 31, 2020		September 30, 2020	
NBMCA Studies/Special Projects				
DIA Technical Project	98-00	232,656.01	150,067.57	82,588.44
Integrated Watershed Management Strategy	99-00	295,324.00	166,134.15	129,189.85
Stewardship and Restoration	107-00	15,035.77	12,587.04	2,448.73
LSHSC Capital Reserve Fund	112-00	65,000.00	10,000.00	55,000.00
LSHSC Operating Fund	114-00	60,000.00	51,800.00	8,200.00
Subtotal		668,015.78	390,588.76	277,427.02
NBMCA Total		3,808,057.05	2,276,597.69	1,631,459.36
NBMCA Studies/Special Projects				
DIA Technical Project	98-00	232,656.01	144,062.80	88,593.21
Integrated Watershed Management Strategy	99-00	295,324.00	154,756.89	140,567.11
Stewardship and Restoration	107-00	15,035.77	10,110.61	4,925.16
LSHSC Capital Reserve Fund	112-00	65,000.00	10,000.00	55,000.00
LSHSC Operating Fund	114-00	60,000.00	51,800.00	8,200.00
Subtotal		668,015.78	370,740.30	297,285.48
NBMCA Total		3,666,896.68	2,098,586.74	1,568,309.94



BALANCE SHEET at October 31, 2020

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Unaudited Financial Statements

	October 31, 2020	September 30, 2020
FINANCIAL ASSETS		
Cash	1,504,608.21	1,508,175.87
Accounts Receivable	431,691.37	208,203.50
HST Receivable	16,466.56	18,909.13
Total Financial Assets	1,952,766.14	1,735,288.50
LIABILITIES		
Accounts Payable	92,554.13	97,602.82
HST	182.76	456.52
Payroll Liabilities Payable	119,110.14	119,110.14
Accrued Liabilities & Miscellaneous	15,000.00	15,000.00
	226,847.03	232,169.48
Deferred Revenue		
Lands & Properties Capital	94,164.13	184,164.13
Drinking Water Source Protection Program Interest Earned	2,309.25	2,309.25
DIA Technical	39,617.17	39,617.17
NBMCA Watershed Plan	93,910.82	93,910.82
WECI - 2018/2019	0.70	64,972.70
	230,002.07	384,974.07
Long Term Debt:		
Bank Loan	597,290.80	600,781.29
City of North Bay Loan - LSHSC	20,000.00	20,000.00
	617,290.80	620,781.29
Total Liabilities	1,074,139.90	1,237,924.84
Non-Financial Assets		
Tangible Capital Assets (note 2)	13,705,362.89	13,789,599.48
Pre-Paid Expenses	13,069.39	13,069.39
	13,718,432.28	13,802,668.87
Accumulated Surplus (note 1)	14,597,058.52	14,300,032.53

NOTES TO FINANCIAL STATEMENTS

- Accumulated surplus
 - Surplus (Deficit)
 - Septic Building permit reserve
 - LSHSC Capital Reserve
 - LSHSC Operating Reserve
 - LSHSC Land Acquisition Reserve
 - Tangible Capital Assets
 - Amounts to be recovered from future revenues
 - Balance, end of March 2019

NORTH BAY-MATTAWA CONSERVATION AUTHORITY
Notes to Financial Statements

October 31, 2020

2. Tangible Capital Assets

	Land	Buildings	Infrastructure	Vehicle	Machinery & Equipment	Equipment, Office Furniture & Computers	Total
Cost, beginning of year	\$7,068,887.00	\$3,685,669.00	\$9,052,376.00	\$240,158.00	\$88,410.00	\$564,204.00	\$20,699,704.00
Additions	1,000.00		25,196.00	11,998.00	10,000.00		
Disposals							
Cost, end of period	<u>7,069,887.00</u>	<u>3,685,669.00</u>	<u>9,077,572.00</u>	<u>252,156.00</u>	<u>98,410.00</u>	<u>564,204.00</u>	<u>20,747,898.00</u>
Accumulated amortization, beginning of period		1,237,749.00	5,048,817.00	136,970.00	71,767.00	451,989.00	6,947,292.00
Amortization		19,479.00	65,491.00	6,983.00	1,130.00	2,154.00	95,237.00
Accumulated amortization, end of period		<u>1,257,228.00</u>	<u>5,114,308.00</u>	<u>143,953.00</u>	<u>72,897.00</u>	<u>454,143.00</u>	<u>7,042,529.00</u>
Net carrying amount, end of period	<u>7,069,887.00</u>	<u>2,428,441.00</u>	<u>3,963,264.00</u>	<u>108,203.00</u>	<u>25,513.00</u>	<u>110,061.00</u>	<u>13,705,369.00</u>

NOTE: These are unaudited Financial Statements

TO: The Chairman and Members
of the Board of Directors,
North Bay-Mattawa Conservation Authority

ORIGIN: Paula Scott, Director, Planning & Development/Deputy CAO

DATE: November 25, 2020

SUBJECT: Septic Program: Mandatory Maintenance Inspections

Background:

NBMCA conducts Mandatory Maintenance Inspections (MMIs) of on-site sewage systems identified in the North Bay-Mattawa Source Assessment Report as a significant threat to municipal drinking water sources. In the Callander Issue Contributing Area, this area is generally described as lands within 120m of any inflowing stream, river, lake or pond which can result in the input of phosphorus to Callander Bay. In the Powassan Wellhead Protection Area, there are several properties with on-site sewage systems which are subject to mandatory maintenance inspections as well. The OBC requires that these inspections be conducted every five years. There are approximately 586 properties requiring MMIs within the ICA.

This has been an exceptional year. COVID-19 has impacted staff and business processes at NBMCA, in particular the on-site sewage system program. NBMCA staff has reported each month to the Board of Directors that sewage system application numbers and the number of inspections for applications conducted has increased by, on average, 30% this year compared to last year. That coupled with working remotely, staff changes and the need for drastic work flow revisions, have hampered staff from undertaking the required 140 MMIs slated for this year. Staff will be required to report to the Source Protection Committee that no MMIs were undertaken this year.

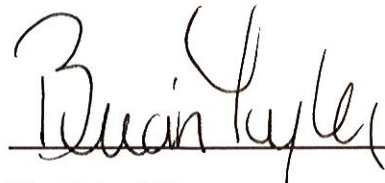
Staff will produce a modified 2021 workplan early in 2021, prior to field season, which will make up for the lost inspections and keep the required 5-year cycle intact.

RECOMMENDED RESOLUTION:

That the Board of Directors receives this report and recognize the challenges faced by on-site sewage system staff to complete the required 2020 Mandatory Maintenance Inspections. Staff are directed to complete a 2021 Workplan to make up for the 140 inspections not conducted this year, while maintaining the required 5-year cycle.

Paula Scott,

Director, Planning & Development/Deputy CAO



Brian Tayler, CAO

TO: The Chairman and Members
of the Board of Directors,
North Bay – Mattawa Conservation Authority

ORIGIN: Brian Tayler, CAO/Secretary-Treasurer

DATE: November 19, 2020

SUBJECT: Strategic Plan

Background:

In May 2013, the North Bay-Mattawa Conservation Authority (NBMCA) established a Strategic Planning Committee for the purpose of developing the 2014 to 2018 Strategic Plan. The intent was to build on the success of the earlier five-year planning process that was established for the period from 2009 to 2013.

Two Board members, together with Management Team, formed the Strategic Planning Committee. The strategic planning process was guided by a consultant. Prior to developing the strategic objectives, the Committee, guided by a strategic planning consultant, initiated a three part Strengths, Weaknesses, Opportunities and Threats (SWOT) review. This was critical for obtaining information needed to develop the Strategic Plan. Common themes identified needing attention were “communications”, “collaboration” and “policy/framework” which informed the goals and objectives of the strategy.

The strategy was developed using the following four segments:

- Customer Service (Programs / General),
- Internal Business Processes,
- Financial, and
- Learning and Growth.

A “Big Audacious Goal” was established: *“By 2018, NBMCA will collaboratively develop a consistent framework of policies, processes and best practices in all program areas. It will effectively communicate these internally and externally to achieve an appreciation of and for the value of NBMCA, in order to foster sustainable behaviour that supports a healthy watershed.”*

To achieve this, a detailed work plan was developed with a total of thirty-five (35) key result areas and seventy-seven (77) specific objectives were identified and are presented in the Strategic Plan.

Analysis:

Significant External Influences on NBMCA Operations during 2014-2019 Strategy Planning Cycle:

The 2014-2018 Strategic Planning cycle was extended to 2019, influenced by environmental, political and economic climate change. These influences put a significant demand on staff and resources during this planning cycle. While not identified as strategic priorities, staff's time and efforts in dealing with and responding to each of these circumstances can be acknowledged as significant achievements.

Energy East Pipeline Proposal (2013 - 2017): Energy East was a 4,500-kilometre pipeline proposed to carry 1.1 million barrels of crude oil per day from Alberta and Saskatchewan to refineries in Eastern Canada. It included the conversion of a natural gas pipeline to carry the oil through NBMCA's jurisdiction. Staff were involved in consultations and reviews of the potential impact that the pipeline could present to watershed, including North Bay's drinking water supply from Trout Lake. NBMCA was preparing for its role as a participant in the National Energy Board hearings when in October 2017, Trans Canada withdrew its proposal for the Energy East pipeline.

Conservation Authorities Act Review (2015 – ongoing): While the strategic plan was originally established to cover 2014-2018, development of the next strategic planning plan cycle was delayed to 2020 due to uncertainties, specifically the provincial review of the Conservation Authorities Act beginning in 2015. Legislative changes were enacted in 2017, a new provincial government elected in 2018 brought about more legislative changes in 2019. Further legislative changes regarding the role and mandate of conservation authorities were proposed in November 2020. Each of these reviews and subsequent legislation required staff resources for consultation, participation in Conservation Ontario's analysis, reviews and commenting.

Flood Event (2019): Record-setting, above-normal snow depth and water content combined with a freshet that saw back-to-back rain events over the Easter weekend resulted in flood warnings throughout the watershed and a state of emergency declared in Mattawa. The first flood watch was issued April 17 and the status returned to normal on July 2. The rising water levels of Lake Nipissing threatened the safe operation of the City of North's Waste water treatment plant. Staff operated the Parks Creek Backflood Control structure for 48 days. Flooding washed out arterial and secondary roads in rural communities isolating some residents. NBMCA staff excelled at fulfilling our flood forecasting and prevention roles over the course of the event and participated in a subsequent provincial review of the events surrounding the flood by the provincial flood advisor Doug McNeil.

Funding Cutbacks (2019): The government cut the provincial transfer payment for the natural hazards program by 50% in April (just before the flood) from \$258,500 to \$133,500 affecting NBMCA's watershed planning, flood control, flood forecasting and erosion control initiatives. NBMCA deferred several programs, cut back others to account for the shortfall in provincial funding in 2019. Ministry of Environment, Conservation and Parks continues its annual reduction of funding for the Drinking Water Source Protection Program.

COVID-19 Pandemic (2020): In March 2020, a state of emergency was declared and the province issued orders regarding essential services and public health protocols to reduce the risk of spreading COVID-19. NBMCA responded, adapting to the provincial directives and relying on health unit guidance to continue to deliver services (while dealing with an increased demand for services) by implementing new procedures and technology to assist in program delivery in order to protect staff from the risks associated with COVID-19. The offices were closed to the public and staff continued to deliver services primarily from home office locations.

Strategic Accomplishments:

Staff deserves to be commended for stepping up and making significant achievements towards meeting the “big audacious goal” of the strategic plan, despite all the external time and resource pressures. Staff indeed worked collaboratively, both internally and externally to: “develop a consistent framework of policies, processes and best practices in all program areas. It will effectively communicate these internally and externally to achieve an appreciation of and for the value of NBMCA, in order to foster sustainable behaviour that supports a healthy watershed.”

The majority of goals were achieved, many were operationalized, and a number were withdrawn as they became redundant or irrelevant due to changing times and achievement of other goals.

1. CUSTOMER SERVICE – GENERAL

Success Factors Identified:

Focus on municipal, stakeholder and public awareness and engagement through communication, collaboration, outreach, branding.

Key Accomplishments:

- NBMCA.ca website updated and relaunched, providing information on policies, procedures and processes
- Delivery of municipal workshops, engagement with Bonfield climate change specialist, septic installer workshops, public workshops on stewardship, hosting and participating in a number of festivals and events including Callander’s Cranberry Festival, East Ferris Trade Show, North Bay Science Festival, Chippewa Creek EcoPath Festival among others
- Consultation with municipalities on key program areas and projects including Planning & Development Policies, Section 28 Policies, Updated Approximate Regulated Area Mapping, planning agreements, flood plain mapping
- Expanded use of social media – Twitter, Facebook, Instagram
- Staff communications training
- Annual communications planning with each program area
- Ongoing media presence and engagement of volunteers
- Fee payments now accepted via debit
- 48 hour call-back practice implemented

2. CUSTOMER SERVICE – PROGRAM AREAS

Success Factors Identified:

Updated technical information; policy manuals for planning and development including on-site sewage system, Section 28 (DIA), planning and approximate regulated area mapping; flood monitoring procedures; synergies among CA programs and planning; defined watershed monitoring program; source protection plan approved and protocols in place for monitoring/reporting policy compliance; conservation areas and trails well utilized and partnership opportunities identified

Key Accomplishments:

- Planning & Development Administrative Procedural Manual completed and posted on nbmca.ca
- Policy Manual for Administration of ON Regulation 177/06 completed and posted on nbmca.ca
- Approximate Regulated Area Screen Map Updated and available online – map your property
- Updated wetland mapping
- Near completion of updated flood plain mapping for Chippewa, Jessups and Parks Creek
- Client Service Standards and Client Checklist for DIA established, posted on nbmca.ca
- Approval and implementation of Drinking Water Source Protection Plan
- Completed first 5 year cycle of Mandatory Maintenance Inspection (on-site sewage systems)

- Laurentian Ski Hill Business Plan
- Proposal to develop Laurentian Escarpment Conservation Area trails
- Capital improvements and new signage to enhance customer service at a number of conservation areas including Corbeil, Eau Claire Gorge, Papineau Lake, Laurier Woods, Kinsmen Trail, Kate Pace Way, JP Webster, La Vase Portages
- More than 29,000 trees, shrubs planted on streambanks and shorelines throughout the watershed due to stewardship efforts
- Balanced budgets and debt reduction

3. BUSINESS PROCESSES

Success Factors Identified:

Appropriate technologies utilized to achieve outcomes; communication is integral component of all program plans; file management and retention policy implemented for hard copy and digital information, business continuity plan; board governance and administrative policies.

Key Accomplishments:

- GIS well integrated into core programs
- Technology enhancement key for on-site sewage system program, managing COVID-19 work from home
- New equipment replacement plan in place
- Communication strategies integrated into all program plans annually
- Records management and retention plan in place for hard copy information and audit completed to ensure compliance
- Critical HR Policies in place

4. FINANCIAL

Success Factors Identified:

Reserve funds, fund raising plan, asset management plan in place.

Key Accomplishments:

- Four reserve funds in place – OBC, lands, and 2 related to the ski hill
- Fund development – staff consistently pursue grant opportunities as arise; fundraising as a source of revenue generation needs to be evaluate on cost-benefit basis
- Tangible Capital Assets data base completed for purpose of amortization

5. LEARNING & GROWTH

Success Factors Identified:

Staff receive development opportunities to remain effective and current in their core competencies; organization is able to fill staffing gaps and continue to deliver core programs; staff recognized with positive feedback; employees and board members understand and are engaged in implementing strategic goals.

Key Accomplishments:

- Flood forecasting training (ongoing)
- Staff orientation including Health & Safety, AODA, acting as NBMCA Ambassador
- Training identified in performance management and staff surveys; training provided individually and collectively to achieve strategic priorities
- Organization structure review – ongoing, due to staff changes, turnover
- Program delivery continued without interruption (with the exception of program delays due to provincial cutback in funding in 2019 and COVID in 2020)

Strategic Plan – Report to the Board

- Management fostered internal training development opportunities to promote within the on-site sewage system program.
- Regular feedback is incorporated both informally and through performance management process
- Collective review of annual accomplishments enhanced internal understanding; acknowledge all staff contributions to strategic goals
- Individuals and program teams identified strategic priorities as part of annual goal setting and performance review

Moving Forward

During Management Team's review of the 2014-2019 Strategic Plan, a number of goals which were partially completed were identified to consider during the 2020-2025 strategic planning process:

- Identification of principles for how staff turnover is managed and prepared for
- Completion of a formalized watershed monitoring plan
- Expansion of communication channels including E-newsletter
- Completion of Asset Management Plan
- Identification of process / partners to collect visitor statistics for Conservation Areas
- Update Laurentian Ski Hill Business Plan for next 5 year cycle
- Completion of Business Continuity Plan
- Completion of additional Human Resources policies
- Development of a Digital File Management Plan
- Completion of Job Evaluation

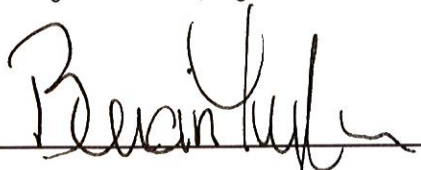
It is also understood that the proposed changes to the *Conservation Authorities Act* will play a key role in defining strategic goals and objectives moving forward.

Recommendation:

That the board receive the report on Strategic Plan 2014-2019 and append it to the minutes of this meeting; and further that staff be directed to move forward with the 2020-2025 Strategic Planning Process; and further that two Board members be appointed to the strategic planning committee.

RECOMMENDED RESOLUTION:

That the Board receive this report and attach it to the minutes of this meeting; and further that staff be directed to proceed with the Strategic Planning process; and further that two Board members _____ and _____ be appointed to sit on the Strategic Planning Committee, together with the Board Chair.



Brian Tayler, CAO/Secretary-Treasurer



Sue Buckle, Manager, Communications & Outreach