

**North Bay-Mattawa Conservation Authority
Members Meeting for August 13, 2025
at 4:00 pm IN PERSON
NBMCA's Marc Charron Boardroom
15 Janey Avenue, North Bay, Ontario
AMENDED AGENDA**

Procedural Matters

1. Acknowledgement of Indigenous Traditional and Treaty Lands
2. Approval of the Agenda
3. Declaration of Pecuniary Interest
4. Adoption
 - 4.1 Regular Meeting Minutes of June 11, 2025
5. Correspondence

Business Reports

6. Eau Clair Gorge Repair **(Report #1) – Motion Required**
7. Financials – June 2025 Summary **(Report #2) – Motion Required**
8. Verbal Update – Introduction and SPA
9. Verbal Update – Reserve Policy, Purchasing Policy, and Marketing & Communications Policy
10. Weather Stations **(Report #3)**
11. On-Site Sewage System Permits – January to June 2025 Summary **(Report #4)**
12. O. Reg 41/24: Prohibited Activities, Exemptions and Permits - June & July 2025 Summary **(Report #5)**
13. Mattawa River Canoe Race 2025 Summary **(Report To Be Provided)**

Other Business

14. Closed Meeting
 - 14.1 – Adoption of Minutes from Special Members Only Closed Meeting of July 16, 2025
 - 14.2, 14.3 – Client privilege including communications necessary for that purpose and personnel matters about identifiable individuals.
15. OSIM Bridge Inspection
16. Insurance
17. Training with Conservation Ontario
18. Ski Hill Capital
19. New Business
 - Parry Sound Office
20. Adjournment

Zoom meeting Link

<https://us06web.zoom.us/j/89002398633?pwd=xKIS2mZM0CtiXWLi3guhy9Jf3tfiGY.1>

Meeting ID: 890 0239 8633

Passcode: 655739

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Contact: Rebecca Morrow, Human Resources Coordinator/Executive Assistant/Deputy CAO

North Bay-Mattawa Conservation Authority

Email: rebecca.morrow@nbmca.ca



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

SEVENTH meeting of the North Bay-Mattawa Conservation Authority held at as a hybrid meeting 4:00 p.m. on August 13, 2025, in the NBMCA's Marc Charron Boardroom, 15 Janey Avenue, North Bay, Ontario and via zoom.

Bonfield, Township of	-	Steve Featherstone
Callander, Municipality of	-	Grant McMartin (Regrets)
Calvin, Township of	-	Bill Moreton
East Ferris, Municipality of	-	Lauren Rooyakkers
Mattawa, Town of	-	Loren Mick
North Bay, City of	-	Peter Chirico
North Bay, City of	-	Lana Mitchell
Papineau-Cameron, Township of	-	Shelley Belanger
Powassan, Municipality of	-	Dave Britton

MEMBER(S) ABSENT:

Chisholm, Township of	-	Nunzio Scarfone
Mattawan, Municipality of	-	Michelle Lahaye
North Bay, City of	-	Chris Mayne

ALSO PRESENT:

Aaron Lougheed, Manager, Finance
Paula Loranger, Community Relations Coordinator
Hannah Wolfram, Planning and Regulations Officer
Shawn Kozmick, GIS Specialist
Angela Mills, Water Resources Specialist
Liza Vandermeer, Manager, Drinking Water Source Protection
Kris Rivard, Manager, Chief Building Official, Manager On-Site Sewage Systems
Jennifer Hamilton-McCharles, Member of Media

1. Acknowledgement of Indigenous Traditional and Treaty Lands

The meeting was called to order at 4:05 pm, and afterwards Peter Chirico read a statement acknowledging Indigenous and Treaty Lands.

2. Approval of the Agenda

The following resolution was presented:

Resolution No. 67-25, Mick-Moreton

THAT the amended agenda be approved as presented.

- 1) Ski Hill Capital
- 2) Update on training with Conservation Ontario
- 3) Insurance
- 4) OSIM Bridges

Carried Unanimously

3. Declaration of Pecuniary Interest

None declared.

4. Adoption of Previous Minutes of June 11, 2025

The following resolution was presented:

Resolution No. 68-25, Featherstone-Moreton

THAT the Minutes of the June 11, 2025, meeting be approved.

Carried Unanimously

5. Correspondence

None.

6. Eau Claire Gorge Repair

Aaron Loughheed presented the report on the Eau Claire Gorge Repairs report. After discussion, the agenda item was deferred until a response has been received from the insurance company.

7. Financials

Aaron Loughheed presented the June 2025 Financial Summary Report. After discussion, Members thanked Aaron and the following resolution was presented:

Resolution No. 69-25, Mick-Belanger

THAT the Members receive the June 2025 Financial Report for information and append it to the minutes of this meeting.

Carried Unanimously

8. Verbal update – Introduction and SPA

Members welcomed Liza Vandermeer as the new Manager, Drinking Water Source Protection. Liza introduced herself and thanked Angela Mills for her assistance in the DWSP program.

9. Verbal Update – Reserve Policy, Purchasing Policy, and Marketing & Communications Policy

Aaron Lougheed and Paula Loranger presented the reports. After discussion the members thanked Aaron and Paula and the following resolutions were presented:

Resolution No. 70-25, Mick-Belanger

THAT the Board accepts the verbal update from Aaron Lougheed and adopt the Reserve Policy as presented.

Carried Unanimously

Resolution No. 71-25, Britton-Mick

THAT the Board accepts the verbal update from Aaron Lougheed and adopt the Purchasing Policy as presented.

Carried Unanimously

Resolution No. 72-25, Moreton-Belanger

THAT the Amended Marketing and Communications Policy as presented by Paula Loranger be adopted as presented with delegated Authority for absences section to be added.

Carried Unanimously

10. Weather Stations

Angela Mills presented a report on weather stations. After the presentation members thanked Angela for the presentation and requested more information to be given at the next meeting in September on costing and funding.

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11. On-Site Sewage System Permits – January to June 2025 Summary

Kris Rivard presented the report on On-Site Sewage System Permits – January to June 2025 Summary. After discussion, Members thanked Kris and the following resolution was presented:

Resolution No. 73-25, Mick-Rooyakkers

THAT the Board members receive for information only the On-Site Sewage System Permits – January to June 2025 Summary Board Report dated August 13, 2025, and

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

Carried Unanimously

12. O. Reg 41/24: Prohibited Activities, Exemptions and Permits - June & July 2025

Hannah Wolfram presented the report on O. Reg 41/24: Prohibited Activities, Exemptions and Permits - June & July 2025. After discussion, the members thanked Hannah and the following

resolution was presented:

Resolution No. 74-25, Moreton-Belanger

THAT the Board Members receive for information only the report on O. Reg 41/24 prohibited Activities, Exemptions and Permits,

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

Carried Unanimously

13. Mattawa River Canoe Race 2025 Summary

This report was deferred to the next meeting.

14. Closed Meeting

The meeting moved into a closed session and the following resolutions were presented:

Resolution No. 75-25, Mick-Moreton

THAT the meeting moves into a closed session of “Committee of the Whole” to discuss advice that is subject to client privilege including communications necessary for that purpose and personnel matters about identifiable individuals.

Carried Unanimously

Resolution No. 76-25, Belanger-Moreton

THAT the Agenda be accepted for In Camera Session August 13, 2025.

Carried Unanimously

Resolution No. 77-25, Rooyakkers-Moreton

THAT the minutes of the Closed Special Members Only meeting held on July 16, 2025 be approved as presented.

Carried Unanimously

Resolution No. 78-25, Mick-Moreton

THAT the meeting moves out of a closed session of “Committee of the Whole” and back into an open meeting at 7:14pm.

Carried Unanimously

15. OSIM Bridge Inspection

Staff presented information on the OSIM Bridge Inspection. After discussion, the members thanked staff and asked for more information to be provided.

16. Insurance

Staff informed the members of a request from NBMCA's insurance provider to inspect some of NBMCA's Conservation Areas on September 8, 2025. Members thanked staff for the information.

17. Training with Conservation Ontario

An update on the assistance and training being provided to staff from Conservation Ontario was provided. Members thanked staff for the update.

18. Ski Hill Capital

Members discussed Laurentian Ski Hill Capital. After discussion, the following resolution was presented:

Resolution No. 79-25, Moreton-Featherstone

THAT the board authorizes the Manager of Finance to utilize \$54,000 from the Ski Hill Capital Reserve, Plus Installation costs for the repair and maintenance of safety bars on the Quad Lift and utilize balance of capital Reserve for additional capital requests from Laurentian Ski Hill.

Carried Unanimously

19. New Business

Staff advised that there are numerous Municipalities in the Parry Sound office area of jurisdiction that are seeking to take over the Septic Program. This could affect the Septic Program. We are awaiting Ministry direction.

19. Adjournment

Resolution No. 80-25, Britton-Featherstone

THAT the meeting be adjourned at 7:54pm, and the next meeting be held at 4:00 pm Wednesday September 10, 2025, or at the call of the Chair.

Carried Unanimously

Lana Mitchell, Vice Chair



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

ORIGIN: Aaron Lougheed, Manager Finance

DATE: August 13, 2025

SUBJECT: June Financial Update Report

ANALYSIS:
Executive Overview

Revenues for the period were over budget by \$251,042 (12%), and expenditures for the period were under budget \$95,549 (4.5%), resulting in a YTD surplus of \$346,591.

Revenues reflect a total year over year reduction of 27% compared to last YTD (January through June 2024) and expenditures are down 25%. The YTD surplus for the same period 2024 was \$527,328

Revenue Summary

Total revenue across all conservation authority programs are down \$860,893 (27%) compared to 2024. See below for a summary by program.

	2025 Budget	Prorated YTD Budget	YTD Actual	2024 YTD Actual	Change to LYTD %
Income					
3100 · Corporate Services	1,138,300	569,150	610,529	609,053	0%
9700 · Corporate Services Capital	205,987	102,994	0	0	0%
3500 · Planning and Regulations	174,480	87,240	132,551	204,671	-35%
3600 · Water Resources Management (WRM)	502,068	251,034	442,068	556,318	-21%
8300 · Source Water Protection	212,002	106,001	30,000	72,773	-59%
3200 · On-site Sewage System Program	960,365	480,183	330,961	433,597	-24%
6100 · Watershed Support Programs	37,500	18,750	33,071	45,103	-27%
6200 · Watershed Support Programs Capital	0	0	0	0	0%
6400 · Watershed Municipal Programs	12,000	6,000	12,000	23,197	-48%
7000 · Lands & Properties	508,324	254,162	498,884	503,312	-1%
8600 · Lands & Properties Capital	80,000	40,000	80,000	261,485	-69%
109-00 · WRM Capital	217,983	108,992	17,983	252,374	-93%
112-00 · LSHSC CAPITAL	65,000	32,500	65,000	51,564	26%
114-00 · LSHSC OPERATING	60,000	30,000	85,000	185,010	-54%
Total Income	4,174,009	2,087,005	2,338,047	3,198,457	-27%

Decreases in revenues year over year are in line with the 19% reduction in the overall budget for 2025.

Fee based programs such as Planning and Regulations and the On-site Sewage System program have 35% and 24% lower revenue year over year respectively.

Source Water Protection continues to be a concern due to reductions in transfer payments.

Expenditure Summary

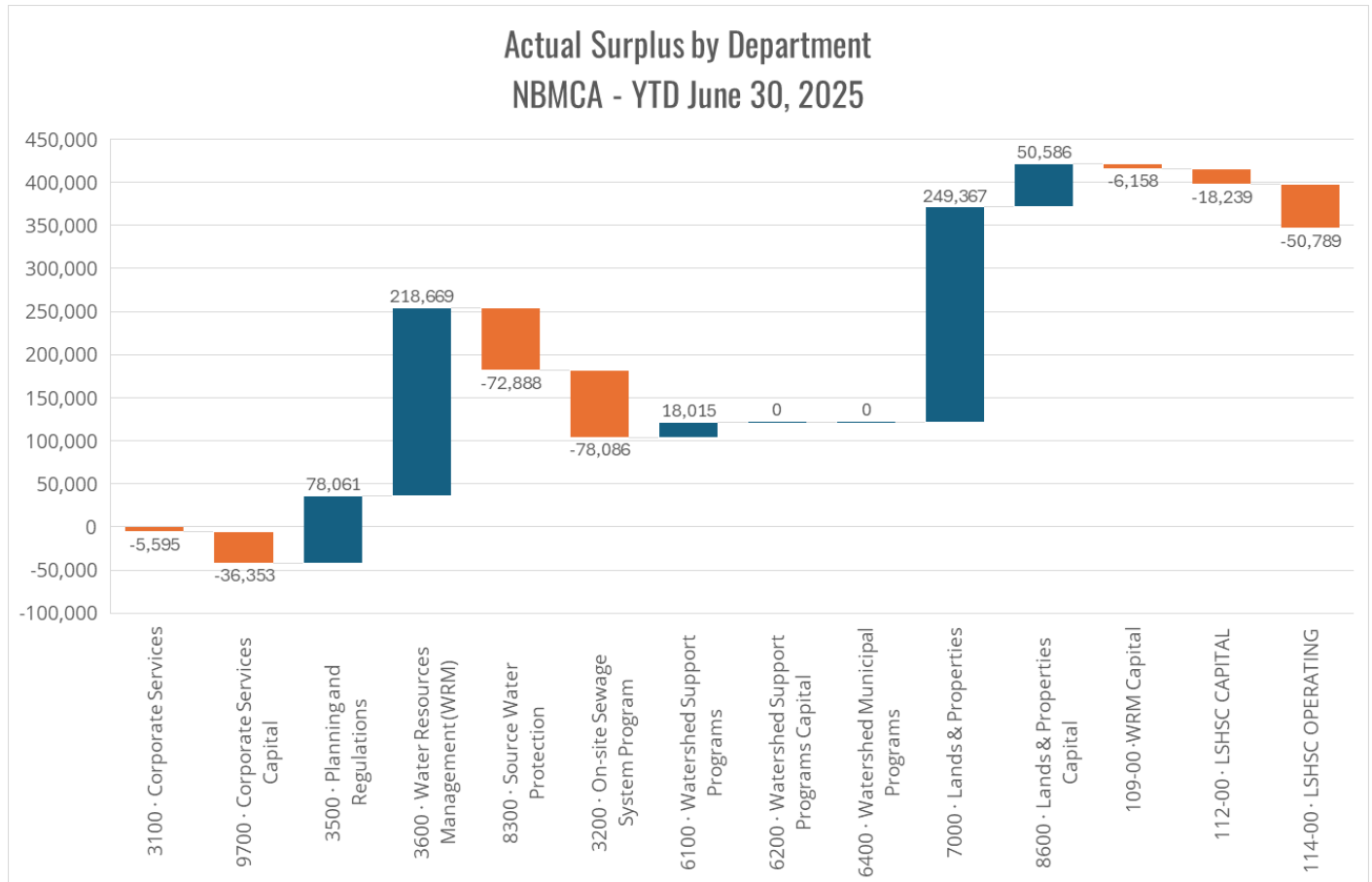
Total expenses across all conservation authority programs are down \$679,673 (25%) compared to 2024. See below for a summary by program:

	Prorated YTD			2024 YTD	Change to
	2025 Budget	Budget	YTD Actual	Actual	LYTD %
Expense					
3100 · Corporate Services	1,138,300	569,150	616,124	665,296	-7%
9700 · Corporate Services Capital	205,987	102,994	36,353	5,608	548%
3500 · Planning and Regulations	174,480	87,240	54,490	211,948	-74%
3600 · Water Resources Management (WRM)	502,068	251,034	223,399	340,530	-34%
8300 · Source Water Protection	212,002	106,001	102,888	73,765	39%
3200 · On-site Sewage System Program	960,365	480,183	409,047	512,351	-20%
6100 · Watershed Support Programs	37,500	18,750	15,055	30,655	-51%
6200 · Watershed Support Programs Capital	0	0	0	0	0%
6400 · Watershed Municipal Programs	12,000	6,000	12,000	17,651	-32%
7000 · Lands & Properties	508,324	254,162	249,517	265,863	-6%
8600 · Lands & Properties Capital	80,000	40,000	29,414	238,041	-88%
109-00 · WRM Capital	217,983	108,992	24,141	58,245	-59%
112-00 · LSHSC CAPITAL	65,000	32,500	83,239	78,665	6%
114-00 · LSHSC OPERATING	60,000	30,000	135,789	172,510	-21%
Total Expense	4,174,009	2,087,005	1,991,456	2,671,129	-25%

Savings across all programs are attributable to lower than budgeted staff costs.

Surplus Summary

The visualization below highlights large surpluses in both Water Resources Management and Lands & Properties Operations. These surpluses will shrink throughout the year after receiving the bulk of their revenue through levies and transfer payments earlier this year.



RECOMMENDED RESOLUTION:

THAT the Members receive the April Financial Report for information and append to the minutes of the meeting.

REVIEWED BY:

Dave Sweet Manager Lands and Stewardship

Kris Rivard CBO-Manager, OSS



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

ORIGIN: Aaron Lougheed, Finance Manager

DATE: August 13, 2025

SUBJECT: Approval of the North Bay-Mattawa Conservation Authority Reserve Policy

BACKGROUND:

During the April 9, 2025 meeting of the NBMCA it was discussed that a Reserve Policy should be developed and put in place to guide the current and future creation, use, and closure of any Reserve accounts.

ANALYSIS:

Staff took the recommendations of the board, reviewed other Conservation Authority policies, its own financial policies, and the policies of Municipalities to guide in the drafting of the attached Reserve Policy.

RECOMMENDATION:

That the Board receive and endorse this policy and append to the minutes of this meeting and/or provide direction to staff on how to move forward with this policy with one of these 3 options:

Option 1: Open Deliberation/Discussion

Option 2: Provide comments or concerns by email by August 27th, 2025

Option 3: Table policy and continue as status quo.

Options 1 and 2 will see a Draft Reserve Policy come back to the Board for approval at the September meeting. Option 3 can be revisited at any time.

RECOMMENDED RESOLUTION:

THAT the Board endorse the Reserve Policy with immediate effect and implementation.

Reviewed By
Management Team

POLICY



FINANCE - RESERVE – FI16-07

Approved: Resolution No. X-25 Date: X, 2025

A. Purpose Statement

The purpose of the Reserve Policy is to ensure ongoing financial stability by setting aside monies for the long-term fiscal strategy of the Authority and ensuring that those funds will be available when needed.

B. Policy Objective

1. Maintain Reserves to:
 - Ensure financial stability of the Authority.
 - Segregation of funds for a specific purpose or agreement.
 - To protect against financial impacts of risk and unforeseen events.
 - Provide a funding source for future life cycle replacement of capital assets.
 - Moderate fluctuations of the operating and capital budget.
 - Provide for obligations payable in the future.
 - Provide for future expenditures.
 - Provide internal financing sources.
2. Use Reserves solely for the intended purpose.
3. Manage Reserves in a responsible manner.
4. Prohibit the spending of any Reserve balance below zero.

C. Scope/Application

1. Section 417 (1) of the *Municipal Act, 2001* specifically allows a Conservation Authority to “provide in its budget for the establishment or maintenance of a reserve fund for any purpose for which it has authority to spend money”.

2. This policy shall be applied fairly and consistently in a manner that maintains the objective, purpose, intent, and meaning of the policy.

D. Definitions

1. “*Reserve*” means an allocation of accumulated net revenue that does not require the physical segregation of money or assets. Individual reserves do not earn interest on their own. Any earnings derived from investment are reported as general earnings.
2. “*Deferred Revenue*” means revenue that is considered a liability on the Authority’s financial statements, until such time it becomes relevant to current operations.
3. “*Authority*” means The North Bay-Mattawa Conservation Authority.
4. “*Contribution*” means funds added to a Reserve account, for example revenues directly to reserves as included in the annual budget documents or an expense included in the operating budget.
5. “*Commitment*” means approval by the Authority to spend funds up to a specified amount on projects or task, such as capital projects, one-time expenditures, or direct from reserve expenditures.
6. “*Expenditure*” means disbursement of funds associated with a commitment.
7. “*Non-recurring Revenue*” means revenue that is unlikely to occur again in the normal course of business.

E. Reserve Guidelines

1. Creation
 - (a) The Authority Board, on recommendation of the CAO Secretary-Treasurer and the Manager, Finance, will approve the establishment of new Reserves.
 - (b) The following will be established:
 - purpose and use
 - funding sources and target funding level (if applicable)

2. Consolidation/Close

- (a) If the purpose of a Reserve has been accomplished or is no longer necessary, the Authority Board, on the recommendation of the CAO Secretary-Treasurer and the Manager, Finance, will approve the closure or consolidation, and transfer of any remaining funds.

3. Contribution, Commitments, and Expenditures

- (a) The Authority Board, as a part of the budget approval process, approves the contributions and commitments from Reserves. If not approved through the budget, a resolution approved by the Board is required, except for contributions such as interest, donations, and net recoveries of prior year events.
- (b) Expenditure is managed by Managers within the Authority Board approved Commitments.
- (c) At times the Ski Hill may need to utilize Operating and/or Capital Reserves in advance of a regular scheduled Authority Board meeting. The CAO, Secretary-Treasurer and Manager, Finance are approved to approve expenditures up to \$10,000, with notice to the Authority Board at the next scheduled meeting.
- (d) At times, additional funds may be required due to uncontrollable factors and needed immediately. The CAO, Secretary-Treasurer and Manager, Finance are authorized to approve Reserve expenditures, with notice to the Authority Board at the next scheduled meeting.
- (e) At times, implementation does not occur as originally planned due to unexpected conditions. Solutions may vary without additional approval if they are aligned with the purpose for which the Commitment was approved. Otherwise, repurposing committed funds requires the approval of the Authority Board.
- (f) Reserves cannot have a balance below zero. If additional funds are required due to uncontrollable factors, and the Reserve balance falls below zero, the expenditure will be allocated through the applicable operating budget with a report to the Authority Board to advise and identify the implications.

4. Lifting of Commitments

- (a) Commitments that are not fully spent at the end of the project will be lifted (removed). Projects that are not initiated within two years of approval will be closed and commitments lifted. Renewing these closed projects must be made through the regular budget process and re-approved by the Authority Board.

5. Interest Allocation

- (a) First, interest on Reserve balances will be calculated and added to the annual budget as general operating income of the Corporate Service or Admin account.
- (b) Second, reserves with balances above \$500,000 at the start of any fiscal year shall have interest calculated on an individual basis and amounts added to the balance annually.

6. Reporting

- (a) The Manager, Finance will prepare the following reports, as a minimum, in relation to Reserves:
 - (i) Annual Audited Financial Statements– for financial reporting purposes, Reserve amounts set aside by legislation, regulation, or agreement (obligatory), are reported as deferred revenue, a liability on the Consolidated Statement of Financial Position. Other Reserves are balances within the accumulated surplus.
 - (ii) Budget Process – includes review of current forecast of revenue and expenditures and adequacy to meet future needs.

7. Adequacy and Targets

- (a) Reserve balances will be monitored on a regular basis and reported on during budget process, or as deemed necessary by the Manager, Finance. When inadequate balances occur, the CAO, Secretary-Treasurer and Manager, Finance will make recommendations to the Authority Board regarding strategies to work toward the target.
- (b) Adequacy will be assessed by reviewing actual balances versus specific targets and reviewing various ratios.

- (c) As warranted, targets will be calculated for Reserves on a case-by-case basis, and the CAO, Secretary-Treasurer and Manager, Finance will make recommendations to the Authority Board. Consideration will be given to the following: purpose of the Reserve, predictability of revenues and volatility of expenditures, certainty of future liability, economic factors (inflation, interest rates, cyclical pressures) and industry/government/accounting standards and best-practices.

8. Operating Surplus/Deficit and Non-Recurring Revenues

- (a) Reserves shall receive priority consideration for the distribution of surplus funds and non-recurring revenues.
- (b) Unless extraordinary conditions exist or specified targets are exceeded, any annual operating surplus/deficit from an audited year-end will be transferred as designated in Section F – Authority Approved Reserves.
- (c) If the transfer would result in a negative balance, an alternative will be recommended to the Authority Board, with the use of capital reserves for operational funding being least desirable.

9. Reserve Fund Borrowing

- (a) Inter-fund borrowing between reserve and reserve funds is permitted, except for the province mandated Septic/OSS Reserve, with Authority Board approval.
- (b) Interim fund borrowing for the annual Operating and Capital approved budget is permitted when waiting for municipal levies and provincial transfers payments.

F. Authority Board Approved Reserves

Reserve	Purpose & Use	Funding Source	Target Level
Lands & Properties Capital	For capital projects related to the lands and properties of the NBMCA	YE Surplus Lands & Property Capital	No Set Target
Land Acquisition	For purchase of lands that meet the goals of the organization and/or assist in the meeting of CA Act mandated responsibilities	Proceeds from the disposition of surplus land	No Set Target
Water Resources Capital	For capital projects related to flood/erosion control infrastructure and to assist in the CA Act mandated responsibilities	YE Surplus Water Resources Management	No Set Target
Septic/OSS	To ensure appropriate funding for the OSS program	YE Surplus Septic/OSS Program	Six (6) Months of OSS Program Operating Expenses
MRCR	For Mattawa River Canoe Race expenditures	YE Surplus Mattawa River Canoe Race	One (1) Year of MRCR Operating Expenses
Ski Hill Operating/Capital	For expenditures related to the Ski Hill	YE Surplus Laurentian Skill Hill	No Set Target

G. Roles and Responsibilities

1. Authority Board

- (a) Evaluate and approve the Policy.
- (b) Direct the transfer of funds to and from Reserves through the budget process.
- (c) Direct the transfer of funds to and from Reserves through Resolution outside of the budget process.
- (d) Direct the creation of new Reserves.
- (e) Direct the closure or amalgamation of existing Reserves that are no longer required.

2. CAO, Secretary-Treasurer and Manager, Finance

- (a) Provide recommendations for the establishment, closure, or consolidation of Reserves.
- (b) Provide analysis and recommendations on the adequacy levels of Reserves.
- (c) Provide recommendations on the repurposing of commitments and transfer of funds to and from Reserves.
- (d) Provide recommendations on the borrowing/lending to and from Reserves.
- (e) Manage Reserves in accordance with legislation, Authority Board financing strategies, and approved commitments.
- (f) Provide long range financial planning recommendations to link the capital and asset management plan with a reserve plan (when prepared).

3. Managers

- Manage expenditures within Authority Board-approved commitments.
- Consult with Manager, Finance to determine when Reserves should be created, consolidated or closed.
- Consult Manager, Finance regarding requests to the Authority Board to commit Reserve monies outside of the annual budget process.
- Provide cost and revenue estimates to guide long-term planning and adequacy review.

- Plan for long-term asset management replacement and rehabilitation with consideration for minimizing general levy and user rate increases in conjunction with the remainder of Authority services.



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

ORIGIN: Aaron Lougheed, Finance Manager

DATE: August 13, 2025

SUBJECT: Approval of the North Bay-Mattawa Conservation Authority Purchasing Policy

BACKGROUND:

The North Bay Mattawa Conservation Authority currently has three related finance policies.

- Purchasing Policy, last full update was May 2016, increases to limits were approved in May 2022
- Credit Card Policy, last updated was May 2016
- Travel and Expense Policy, last updated in October 2017

ANALYSIS:

Upon review of the financial policies and procedures of other comparable Conservation Authorities the NBMCA purchasing policy was updated to reflect the increased cost pressures following a long period of high inflation and to amalgamate the credit card policy and travel and expense policy within the purchasing policy.

RECOMMENDATION:

That the Board receive and endorse this policy and append to the minutes of this meeting and/or provide direction to staff on how to move forward with this policy with one of these 3 options:

Option 1: Open Deliberation/Discussion

Option 2: Provide comments or concerns by email by August 27th, 2025

Option 3: Table policy and continue as status quo.

Options 1 and 2 will see a Draft Purchasing Policy come back to the Board for approval at the September meeting. Option 3 can be revisited at any time.

RECOMMENDED RESOLUTION:

THAT the Board endorse the Purchasing Policy with immediate effect and implementation.

**Reviewed By
Management Team**

POLICY



FINANCE – PURCHASING – FI16-01

Approved: Resolution No. X-25

Date: X, 2025

A. Purpose Statement

This policy provides a standardized framework for all procurement and purchasing activities to ensure they are:

- Legal and transparent
- Accountable and auditable
- Environmentally and socially responsible
- Cost-effective and competitive

It applies to all purchases made using organizational funds, including contracts for goods, services, and construction.

B. Policy Objective

1. **Open Competition:** Promote fair and open access to procurement opportunities.
2. **Best Value:** Consider total cost of ownership, not just price (e.g., quality, lifecycle, support).
3. **Ethics & Fairness:** Avoid conflicts of interest and comply with all applicable legislation.
4. **Sustainability:** Prefer goods/services that support environmental stewardship.
5. **Accessibility:** Incorporate accessibility features unless impractical, per AODA.
6. **Occupational Health & Safety:** All contractors required to do work for NBMCA will be required to provide NBMCA with evidence that they comply with the Occupational Health & Safety Legislation and NBMCA Health and Safety Policies.
7. **Co-operative Purchasing:** Where the best interest of NBMCA will be served NBMCA may participate with other governments or their agencies or public authorities in co-operative purchasing ventures or joint contracts.

C. Definitions

1. **Contract:** A binding agreement between the organization and a supplier to provide goods, services, or construction at agreed terms and prices.
2. **Evaluation Criteria:** The standards or benchmarks used to assess and compare proposals, which may include price, quality, experience, delivery, and sustainability.
3. **Formal Competitive Procurement:** A method open to all qualified suppliers via public advertisement, promoting fairness and transparency.
4. **Goods:** Tangible products including equipment, materials, and supplies.
5. **Informal Procurement:** A less formal purchase method used for low-value or routine purchases, typically requiring minimal documentation.
6. **Proposal:** A submission made in response to a Request for Proposal (RFP), which may be subject to further negotiation.
7. **Purchase Order (PO):** A formal document issued to a supplier confirming the purchase of goods or services under specific terms.
8. **Request for Proposal (RFP):** A document requesting vendors to propose solutions for the provision of complex goods or services, considering both qualitative and quantitative factors.
9. **Services:** Includes all professional, consulting, and contracted work provided to the organization, including construction, repairs, and technical expertise.
10. **Single Source:** A procurement where a specific supplier is selected despite the existence of other potential sources, based on documented justification.
11. **Sole Source:** A procurement where only one supplier can provide the required goods or services.

D. Procurement Methods and Threshold

Purchases shall be made using one of the following procurement methods, depending on the estimated total value (before taxes) of the goods, services, or construction:

- **Purchases up to \$999:**
 - An informal procurement process may be used.
 - The purchase must be approved by the Program Manager responsible.
 - No Purchase Order (PO) required.

- **Purchases between \$1,000 and \$4,999:**
 - Informal procurement may be used, such as direct vendor contact or written communication.
 - A written rationale must be provided to justify the selection.
 - Approval must be obtained via PO from the Program Manager.
- **Purchases between \$5,000 and \$49,999:**
 - A competitive procurement method should be used using a Quote Sheet.
 - A minimum of three written quotations must be obtained, or a written explanation provided if not feasible.
 - Evaluation should consider cost, quality, and other relevant factors.
 - Sole sourcing or single sourcing must have written justification.
 - The CAO or Secretary-Treasurer must approve the purchase through PO.
- **Purchases between \$50,000 and \$99,999:**
 - A formal competitive procurement process must be followed, such as public tender or open RFP.
 - At least three written proposals are required, unless a valid non-competitive justification is documented.
 - An evaluation matrix or scoring criteria should be used to assess proposals.
- **Construction Contracts of \$100,000 or more:**
 - A public tender process is mandatory.
 - A detailed tender package and evaluation matrix must be prepared.
 - The Board of Directors must approve the contract based on staff recommendation.

In all cases, procurement must be aligned with the approved organizational budget.

E. Purchase Orders

The NBMCA shall implement a purchase order (PO) system as a financial control mechanism for all purchases exceeding \$999, excluding utility payments, employee travel reimbursements, incidental expenses, and payroll expenditures.

1. Purchase Order System Administration

- The purchase order system shall use pre-numbered forms controlled and issued by the Finance Department.
- Centralized purchasing is encouraged for commonly used supplies and services to ensure efficiency and cost-effectiveness.

2. Initiation and Approval

- A purchase order must be prepared and approved before a commitment is made to a supplier.
- Each PO must include:
 - Date of request
 - Name and signature of the requesting employee
 - Project or program name (if applicable)
 - Item description, quantity, estimated cost
 - Proper account coding
- The PO must be approved by:
 - The employee's immediate supervisor, and
 - The Chief Administrative Officer (CAO), or a designated signing authority within approved budget limits.
 - For purchases that exceed the approved budget, prior written authorization from the CAO is required before proceeding.

3. Invoice Matching and Payment

- The Finance Department shall:
 - Match the approved PO with the supplier invoice
 - Review for compliance with policy, budget availability, and account coding
 - Process for payment according to standard financial procedures

4. Exceptions and Compliance

- Any non-compliance with the purchase order procedure may delay payment or result in the expense being deemed unauthorized.
- Frequent non-compliance may be subject to review by the CAO.

F. Credit Card Use

1.1 Purpose

Corporate credit cards are issued to authorized employees of the NBMCA for the efficient procurement of goods and services necessary for conducting organizational business. Their use is governed by strict controls to ensure accountability, compliance, and protection of public funds.

1.2 Limits and Conditions of Use

- Each NBMCA-issued VISA corporate credit card shall be subject to a transaction limit for business expenditures.
 - Front Line and Field Staff Shall have cards with limits not exceeding \$2,500
 - Management and Senior Staff shall have cards with limits not exceeding \$5,000
 - The CAO and designates shall have cards with limits not exceeding \$10,000
- Cards may only be used by the named cardholder to whom the card is issued. Usage for online and in-office purchases is permitted, subject to prior approval of the cardholder.
- Credit cards are strictly for **official NBMCA business**. **Personal purchases** are **prohibited** under all circumstances. Credit card transactions will be **monitored by the Manager, Finance** to ensure compliance.
- Violations of this policy may result in:
 - Cancellation of the card
 - Suspension or permanent loss of credit card privileges
 - Payroll deduction for any unauthorized charges
 - Disciplinary action up to and including termination of employment

1.3 Cardholder Responsibilities

- **Authorization:** All purchases over \$999 must be supported by a PO, which specifies the method of payment, and must be approved by the cardholder's supervisor.
- **Receipts:** Original receipts must be retained and submitted to the Finance Department with appropriate coding and descriptions of the expense, including relevant program or project information.
- **Security and Maintenance:**
 - Report lost or stolen cards immediately to both the issuing credit card company and the Finance, Manager
 - All maintenance or updates to the card must be coordinated through the Finance Manager and CAO.
 - Prior to leaving employment with the NBMCA, credit card accounts must be reconciled and surrendered.

G. Travel and Expenses

1.1 Purpose and Scope

The purpose of this policy is to ensure that expenses incurred by North Bay-Mattawa Conservation Authority (NBMCA) staff, board members, and volunteers are necessary, reasonable, and represent the best value for the organization.

This policy applies to all employees, members of the Board of Directors, and volunteers who incur expenses while conducting approved NBMCA business. All expenditures must align with this policy's guidelines, and any deviations must be pre-approved by the CAO or an authorized designate.

1.2 Budget Authority and Submission

- Annual travel and expense budgets shall be approved by the Board of Directors as part of the Operating Budget.
- All claims must be submitted using the current, approved NBMCA form titled Claim for Travel and Incidental Expenses.
- Claims must be submitted within four (4) weeks of the date the expense was incurred.
- Forms must:
 - Be signed by the employee submitting the claim.
 - Be reviewed and co-signed by the claimant's supervisor for verification and approval.
 - Be accompanied by original receipts. In cases where receipts are lost or unavailable, a signed explanation may be submitted for consideration but does not guarantee reimbursement.

1.3 Travel Guidelines

- Employees must choose the most economical mode of transportation that also ensures safety and reasonable convenience.
- NBMCA fleet vehicles should be used where available.
- The employee must:
 - Hold a valid driver's license.
 - Be pre-approved for insurance coverage under NBMCA's vehicle policy.
- If a fleet vehicle is unavailable:
 - Employees may rent a vehicle through an approved supplier with preferred rates.
 - Do not purchase additional rental insurance—NBMCA coverage applies.
- Staff may travel with a companion at their own discretion, provided that:
 - No additional cost to NBMCA is incurred (e.g., double occupancy costs)

- Prior approval from the employee's supervisor is obtained if a companion will travel in an NBMCA fleet vehicle.

1.4 Accommodations and Accessibility

- Any additional expenses required to accommodate an employee's disability will be reimbursed, provided:
 - Prior approval is obtained from a supervisor or manager
 - The expense is necessary and documented.
 - Supporting documentation may be required to ensure compliance with accessibility standards.
- Lodging should be reasonably priced and appropriate for the business purpose and duration of the stay.
- Accommodations must:
 - Be near the location of the event (conference, meeting, etc.).
 - Be justifiable and defensible under public scrutiny.
 - Not be selected based on loyalty/reward programs.
 - Utilize government rates or negotiated group discounts when available.

1.5 Meal Reimbursement

- Maximum combined breakfast, lunch and dinner Per Diem Meal Allowance is \$100.
- Detailed receipts (including itemization and tax breakdown) are required for reimbursement.
- Meals included in a conference package or hotel rate cannot be claimed.
- Alcoholic beverages are not reimbursable and must be deducted from submitted receipts.
- Reimbursement is only provided for meals where travel or meetings extend over a mealtime or where meals are required to conduct official business.

1.6 Incidental Expenses

- Reimbursable incidentals include:
 - Gratuities (reasonable)
 - Public transit, taxis, ride-shares
 - Parking
- Non-reimbursable items include:
 - Alcohol
 - Mini-bar purchases
 - In-room movies or Personal Entertainment



To: The Chairperson and Members of the Board of Directors
North Bay-Mattawa Conservation Authority

Origin: Paula Loranger, Community Relations Coordinator

Date: July 31, 2025

Subject: Marketing & Communications Approval Policy

Background:

A draft marketing and communications approval policy was presented to the Board on March 10, 2025, and May 14, 2025. Maintaining consistent messaging across all channels strengthens the brand's voice, enhancing its recognition and credibility with the audience. Staff will be provided with branded templates, AODA compliance guidelines, logo usage standards, and other relevant documentation.

Analysis:

The board reviewed the policy and requested that its approval be deferred. No comments or suggestions have been submitted since the May meeting.

Recommendation:

That the Board receive and endorse this policy and append to the minutes of this meeting. And/or provide direction to staff on how to move forward with this policy with one of these 3 options:

Option 1: Open Deliberation/Discussion

Option 2: Provide comments or concerns by email by August 27th, 2025

Option 3: Table policy and continue as status quo.

Options 1 and 2 will see a Draft Marketing & Communications Approval Policy come back to the Board for approval at the September meeting.

Option 3 can be revisited at any time.

Recommended Resolution:

That this Communications and Marketing Policy be an approved Communication policy that guides the work of the Communications Department and staff to ensure that all materials are developed and executed in a quality, compliant, consistent and coordinated manner to maintain a strong brand and positive reputation.

Reviewed by:

Kris Rivard, CBO – Manager, OSS

Dave Sweet, Manager, Lands and Stewardship

Aaron Lougheed, Manager, Finance

Marketing & Communications Approval Policy



Intent

The purpose of this policy is to establish a clear and effective process for reviewing and approving marketing and communication materials. North Bay Mattawa Conservation Authority (NBMCA) communications want to ensure that all materials are developed and executed in a quality, compliant, consistent, and coordinated manner to:

- maintain a strong brand (brand standards to be given) and positive reputation;
- ensure materials are compliant with internal and external policies and legislation, such as code of conduct, social media policy and Accessibility for Ontarians with Disabilities Act (AODA); and
- ensure NBMCA is utilizing media resources effectively and efficiently.

Definitions

Communications: information exchanges in any form (i.e., verbal, written, audio) produced to officially represent NBMCA.

Marketing materials: any type of material used to promote NBMCA to external audiences, including branded print and digital materials related to advertising, promotional items, graphic design, media relations, emergency communications, website changes, presentations to an external audience.

Branding: all materials must be appropriately branded, including name, logo, color scheme, typography, tone and voice, as well as graphics and imagery, brand standards will be developed.

Media: professional or citizen journalists representing either themselves or a news media organization.

Scope

This policy applies to all NBMCA activities targeting external audiences, including any communication or marketing efforts undertaken by staff, students, volunteers, or third-party vendors acting on behalf of NBMCA. This includes outreach to clients, partners, stakeholders, and the public. If possible, two weeks notice should be given for Marketing and Communications materials.

Exemptions:

- Internal communications (e.g., internal memos/activities).
- Permits and communications related solely to the internal functioning of NBMCA.

1. Roles and responsibilities

1.1 Communications and Outreach

Communications Department, under the Chief Administrative Officer (CAO), Secretary-Treasurer, is to have pre-distribution review and approval of all external general communication materials, including but not limited to:

- Social media posts and campaigns
- Signage
- Marketing materials
- Program applications
- Presentations to the public (template to be provided)
- Presentations/Reports to the Board of Directors (only new presentations/reports needing branding and AODA compliance)
- Media releases/advertisements
- RFP, RFQ, tenders (template to be provided)
- Email signature (sample to be provided)
- Clothing

a) Will review and make necessary revisions within 48 hours of receipt or as agreed upon.

b) Is authorized to take appropriate steps to improve, correct, and/or modify materials should it be necessary to maintain brand integrity and

stay true to brand guidelines, and accessibility standards.

- c) Acts as Social Media Coordinator, and offers guidance, support, and oversight of all social media accounts.
- d) Acts as the Accessibility Officer and is authorized to take appropriate steps to improve, correct, and/or modify materials should it be necessary to maintain AODA compliance and accessibility from a broader perspective. AODA tips and tricks will be provided to all staff to get their document started.

It is highly recommended that materials be sent in the earliest stage of completion to allow time for necessary changes prior to circulation. Please ensure that a budget is approved by your Manager for any materials that may have a fee associated.

1.2 Executive Assistant/HR Coordinator

NBMCA's Executive Assistant/HR Coordinator, under the management of CAO/ Secretary-Treasurer, has technical review and final approval of certain external corporate communications, including but not limited to:

- Job postings
- Reports to the Board of Directors
- Presentations to the Board of Directors

Will review and make necessary revisions within 48 hours of receipt or as agreed upon.

2. Policy Statements

2.1 General

All campaigns related to departmental goals are to be approved by the Department Manager and receive joint technical approval by the Comms. Department before final approval by the CAO/Secretary-Treasurer.

2.2 Advertising

The content of any advertising must be approved by the Department Manager, CAO/Secretary-Treasurer and Communications Department.

2.3 Communications to media

- a) Departments are to provide content (verbiage and images) for their media releases as well as an accompanying Frequently Asked Questions document (if necessary) to the Communications Department for composition/review.
- b) All media releases and media advisories will receive technical review and be sent to the media by the Communications Department with approval from the CAO/ Secretary-Treasurer.
- c) Designated contacts will be listed as the point of contact on the media release, and if contacted by the media may engage directly (if approved by CAO/Secretary-Treasurer); however, if any other staff are contacted by the media, they must notify the designated contact and the CAO/Secretary-Treasurer before commenting.
- d) Preferably, the Community Relations Coordinator will be listed as a second point of contact on all media releases.
- e) The Community Relations Coordinator will be available as needed for guidance in responding to any media inquiry.

2.4 Presentations to the public

- a) Departments are to compose their own content for presentations. A template will be provided for use. The Communications Department will review the presentation for brand, format and AODA requirements.
- b) If there are no suitable images available to the department, the Communications Department may source updated or stock

photography to support the presentation.

- c) The Communications Department may adjust the content to maintain an appropriate reading level score for the intended audience.
- d) Depending on the content and the audience, presentations may have final technical review and approval by the CAO.

2.5 Request for proposal (RFP), request for quotation (RFQ), tender notices

- a) All RFP, RFQ and tender documents are to use the templates available to staff, or a custom template provided directly to them by the Communications Department.
- b) All RFP, RFQ and tender documents, unless exempt via approval by the CAO/Secretary-Treasurer, are to have technical edit/approval by the Community Relations Coordinator, acting as Accessibility Officer.

2.6 Job Postings

- a) All job postings are to use the current format available to staff, document available from the Human Resources Coordinator.
- b) Departments are to provide content for their job postings; however, all job postings must be approved by the CAO/Secretary-Treasurer and Human Resources Coordinator.
- c) Once approved the job posting is to be shared with the Community Relations Coordinator for posting on website, Conservation Ontario and social media, the Human Resources Coordinator will be responsible for other posting location such as Indeed.

Review

This policy will be reviewed every two (2) years and revised as needed. If any changes or updates are made, all employees will be given updated copies within 30 days of the revised version of the policy being prepared.

Effective Date

Policy approved on:

Policy amended on:



To: The Chairperson and Members of the Board of Directors
North Bay-Mattawa Conservation Authority

Origin: Kristopher Rivard, CBO, Manager, OSS

Date: August 13, 2025

Subject: Report No. OSS-2025-08-13
On-Site Sewage System Program – January to June 2025

Background:

Below is a summary of the OSS Program for 2021, 2022, 2023, and 2024.

	2021	2022	2023	2024
Permits Received	1119	910	770	711
Complaints / Concerns Addressed	24	12	19	47
Legal Inquiries	355	383	235	335
Expansion/Renovation Files Reviewed	175	158	177	148
Inspections (First)	1087	880	775	693
Inspections (Second)	880	815	768	678
Inspections (Third)	819	854	996	798
Inspections (Mandatory Maintenance)	202	110	96	104

Analysis:

Below is a summary of the permits issued from January to June 2025.

	Q1	Q2	Q3	Q4	Total
Permits Received	33	243			276
Complaints / Concerns Addressed	1	5			6+15
Legal Inquiries	40	117			157
Expansion/Renovation Files Reviewed	28	53			81
Inspections (First)	30	209			239
Inspections (Second)	10	123			133
Inspections (Third)	68	189			257
Inspections (Mandatory Maintenance)	0	0	8*		8*

Discussion on 2025 numbers so far.

Recommendation:

That the Board members receive for information only Board Report No. OSS-2025-08-13 On-Site Sewage System Permits – January to June 2025 Summary.

Reviewed By:

Dave Sweet, Manager, Lands and Stewardship
Aaron Lougheed, Manager, Finance



To: The Chairperson and Members of the Board of Directors
North Bay-Mattawa Conservation Authority

Origin: Hannah Wolfram, Planning & Development Officer

Date: August 13, 2025

Subject: Report on O. Reg. 41/24: Prohibited Activities, Exemptions and Permits

Background:

Below is a summary of the permits issued for 2022, 2023, 2024 and year-to-date permits in 2025.

S28	Data											
	2022	2023	2024					2025				
			Q1	Q2	Q3	Q4	TOTAL	Q1	Q2	Q3 (YTD)	Q4	TOTAL (YTD)
Permits Issued	120	99	18	18	35	3	74	18	19	7		44

Analysis:

Seventeen (17) new permits have been issued by the NBMCA since the previous Board report, as follows:

Municipality	Regulated Feature	Nature of Work	2025 Date Deemed Complete	2025 Date Issued
NORTH BAY	Trout Lake shoreline	Deck	06-03	06-03
EAST FERRIS	Lake Nosbonsing shoreline	Dock	06-17	06-19
NORTH BAY	Trout Lake shoreline	Landscaping	06-03	06-05
EAST FERRIS	Lake Nosbonsing shoreline	Municipal Works	06-17	06-19
BONFIELD	Wetland	Deck	06-04	06-13
NORTH BAY	Lake Nipissing shoreline	Sunroom	06-10	06-13
CHISHOLM	Wasi Lake shoreline	Shoreline works	06-16	06-27

BONFIELD	Kaibuskong River Floodplain	Dwelling	06-13	06-13
PAPINEAU-CAMERON	Lower Mattawa River	Landscaping	06-17	06-20
NORTH BAY	Trout Lake shoreline	Shoreline works	06-20	06-25
BONFIELD	Lake Nosbonsing shoreline	Grading	07-03	07-04
NORTH BAY	Parks Creek Floodplain	Removal of basement entrance	07-04	07-07
NORTH BAY	Parks Creek Floodplain	Deck	07-22	07-23
EAST FERRIS	Trout Lake shoreline	Dock	07-15	07-23
NORTH BAY	Trout Lake shoreline	Dock and demolition of existing structures	07-21	07-30
NORTH BAY	Trout Lake shoreline	Shoreline works	07-23	07-29
NORTH BAY	Lake Nipissing shoreline	Home addition	07-31	07-31

All permits were issued within the legislated timelines.

Financial Implication:

There are no financial or budget implications resulting from the information presented in this report.

Recommendation:

That the Board members receive for information only the Report on O. Reg. 41/24: Prohibited Activities, Exemptions and Permits.

Recommended Resolution:

No resolution required.

Submitted By:

Hannah Wolfram, Planning & Development Officer

Reviewed By:

Githan Kattera, Engineering & Development Officer

To: The Chairperson and Members of the Board of Directors
North Bay-Mattawa Conservation Authority

Origin: Hannah Wolfram, Planning & Development Officer

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Submitted By:

Hannah Wolfram, Planning & Development Officer

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