North Bay-Mattawa Conservation Authority
Members Meeting for November 18, 2026 at 5:00 pm
(or immediately after the SPA Meeting)
IN PERSON AND via ZOOM
NBMCA's Marc Charron Boardroom
15 Janey Avenue, North Bay, Ontario

AGENDA

Procedural Matters

1. Acknowledgement of Indigenous Traditional and Treaty Lands
2. Declaration of Pecuniary Interest
3. Per Diem and Mileage Record
4. Approval of the Agenda
5. Adoption of Previous Minutes of October 21, 2026 – Page 2
6. Delegations - none
7. Correspondence - none

Business Reports

8. Draft 2027 Budget

Other Business

9. New Business
10. Closed meeting
    - 10.1. Adoption of Minutes from Closed Meeting of September 23, 2026
    - 10.2. Client privilege includes communications necessary for that purpose and personnel matters about identifiable individuals.

11. Other Business
12. Adjournment

Zoom Link
https://zoom.us/j/94664453827?pwd=U7ibVNJRiLbZaYysA0PamJkxFo264b.1
Meeting ID: 946 6445 3827
Passcode: 732122

North Bay-Mattawa Conservation Authority Board of Director's Meeting

Board of Director's Meeting No. BOD-09-26
October 21, 2026
15 Janey Avenue, North Bay, ON P1C 1N1 and Zoom

Meeting Minutes

Member(s) Present (In person)

Calvin, Township of	Bill Moreton
Chisholm, Township of	Nunzio Scarfone
Mattawan, Municipality of	Don Lemaire
North Bay, City of	Chris Mayne
North Bay, City of	Lana Mitchell
North Bay, City of	Peter Chirico
Powassan, Municipality of	Dave Britton

Member(s) Present (Zoom)

Callander, Municipality of	Grant McMartin
East Ferris, Municipality of	Lauren Rooyakkers
Papineau Cameron, Township of	Shelley Belanger

Also Present (In person)

Manager, Lands & Stewardship	Christian Standring
General Manager/Manager, DWSP	Liza Vandermeer
Acting Manager, DWSP	Marlene McKinnon
Comms & Outreach Program Specialist	Paula Loranger

Member(s) Regrets

Bonfield, Township of	Steve Featherstone
Mattawa, Town of	Loren Mick

1. Acknowledgement of Indigenous Traditional and Treaty Lands

The meeting was called to order at 4:10 pm, and the acknowledgement of Indigenous Traditional and Treaty Lands was read by Liza Vandermeer.

2. Declaration of Pecuniary Interest

None Declared.

3. Per Diem and Mileage Record

Passed around to all members present.

4. Adoption of Agenda

Resolution #115-26
Moved by Bill Moreton
Seconded by Don Lemaire
THAT the Agenda for the October 21, 2026 meeting of the Board of Directors be approved as amended. Additions/Changes: Board Meeting and Executive Meeting date. **Carried**

5. Adoption of Previous Minutes of October 21, 2026

Resolution #116-26
Moved by Grant McMartin
Seconded by Shelley Belanger
THAT the Minutes of the September 23, 2026 meeting of the Board of Directors be approved as presented. **Carried**

6. Delegations

None.

7. Correspondence

None.

8. Communications & Outreach Report

Resolution #117-26
Moved by Nunzio Scarfone
Seconded by Dave Britton
THAT the Board received and approved the Communications & Outreach Report #26-COMM-02 as presented. **Carried.**

9. NEORCA Update

Resolution #118-26
Moved by Chris Mayne
Seconded by Peter Chirico
THAT the Board receives the September NEORCA update as presented. **Carried.**

Resolution #119-26
Moved by Chris Mayne
Seconded by Don Lemaire
THAT the Board receives the October NEORCA update and appends to the minutes. **Carried.**

10. Adjournment

Resolution #120-26
Moved by Chris Mayne
Seconded by Peter Chirico
THAT the meeting be adjourned at 5:06 pm and the next meeting be held on Wednesday November 18, 2026, or at the call of the Chair. **Carried**

X

Lana Mitchell
Chair

X

Liza Vandermeer
General Manager

Northeastern Ontario Regional Conservation Authority

Transition Progress Update

As of October 20, 2026

Message from Tim Commisso, Project Executive and Transition Committee Chair

As Project Executive, I'm pleased to provide this progress update following the recent Transition Committee Meeting #2 held last week.

For your information, February 1, 2027 marks a critical date for the Northeastern Ontario Regional Conservation Authority (NEORCA); the date when the new authority is legally established under Provincial legislation and begins operating as a single regional conservation authority.

My primary responsibility at this time as Project Executive (PE) is to work closely with the Transition Committee to develop and implement the key decisions required to fully prepare the NEORCA for February 1, 2027. The NEORCA transition model recognizes two distinct milestones. The first is achieving a successful and smooth Go Live on February 1, 2027. The second is supporting the continued transition, integration and evolution of NEORCA through its initial two years to February 1, 2029.

As Project Executive, I remain committed to working diligently with all Transition Committee members to ensure that all important Go Live decisions and transition requirements are identified, evaluated and addressed on a timely basis. This work will support the preparation of a *draft* NEORCA Go Live Plan for submission to the Ontario Provincial Conservation Agency (OPCA) by December 15, 2026. OPCA will review the draft plan and provide final approval as well as transition resources required to support the successful establishment of NEORCA on February 1, 2027.

Overall, the project remains on track, and good progress has been made across all transition workstreams. However, considerable work remains over the next few months as we continue preparations for Go Live. A summary of key decisions considered at the October 15th Transition Committee meeting, as well as those being proposed for the November 12th meeting, is provided below.

NEORCA Transition Committee

The NEORCA Transition Committee provides oversight, advice and strategic guidance throughout the transition process leading to the February 1, 2027 Go Live of NEORCA.

Committee Members include:

- Andrew Marks, City of Timmins Councillor
- Carl Jorgensen, General Manager–Nickel District Conservation Authority
- Corrina Barrett, General Manager–Sault Ste. Marie Region Conservation Authority
- David Vallier, General Manager–Mattagami Region Conservation Authority
- Lana Mitchell, City of North Bay Councillor
- Liza Vandermeer, General Manager–North Bay-Mattawa Conservation Authority
- Marchy Bruni, City of Sault Ste. Marie Councillor
- Mark Signoretti, City of Greater Sudbury Councillor

Summary of Key Go Live Decisions Presented at October 15, 2026 Meeting

The October 15, 2026 Transition Committee meeting focused on reviewing key Project Executive decisions that are required to support NEORCA's February 1, 2027 Go Live.

In summary, these decisions included the following items:

1. An initial Go Live organizational model consisting of the Chief Administrative Officer and four General Managers comprising the NOERCA executive leadership team.
   As a next step, the Project Executive will bring forward further decisions to the November 12, 2026 Transition Committee meeting related to proposed future organizational design including corporate service functions i.e., human resources, finance and administrative support. A high-level overview of the proposed future NEORCA organizational structure, including Board Treasurer and Board Secretary responsibilities, will also be provided. The proposed future design and any implementation requirements would be subject to OPCA approval and future NEORCA board budget approval.
2. Continuation of all existing staff reporting relationships for Nickel District Conservation Authority, Mattagami Region Conservation Authority, North Bay-Mattawa Conservation Authority and Sault Ste. Marie Region Conservation Authority and continuation of existing operational responsibilities through Go Live to maintain organizational stability and existing service and program delivery.
3. Implementation of an Employee Engagement Strategy to support workforce continuity and organizational readiness for Go Live. Initial activities include regular employee transition communications led by the Project Executive to ensure employees remain informed of key transition decisions and implementation activities. In this regard, I also look forward to meeting with all employees in person next week.
4. Led by the General Managers, preparation and approval of 2027 budgets by each existing conservation authority based on the continuation of current programs, services

and municipal commitments. Existing conservation authority boards will retain responsibility for approval of their respective 2027 budgets prior to December 31, 2026 with approved budgets forming the initial financial operating framework for NEORCA at Go Live.

5. The establishment of a single NEORCA CRA issued Business Number and related divisional numbers to support the legal establishment and ongoing operation of NEORCA related to payroll administration, HST administration and remittance and charitable organization status. The Project Executive's final decision respecting the above will be presented to the Transition Committee for discussion at its November 12, 2026, meeting.
6. The establishment of Go Live NEORCA administration services including financial accounting, budgeting, payroll administration, group benefits, pensions and all other related administrative service arrangements to support Go Live readiness to be based on use of existing systems where possible. The Project Executive's decision respecting the preferred administrative service delivery model will be presented to the Transition Committee for discussion at its November 12, 2026 meeting. The continuation of existing related administrative services wherever possible for the initial Go Live transition period is a high priority to reduce implementation risk and support business continuity.
7. Maintenance of the four existing conservation authority operating service areas and four office locations following Go Live.
8. Continuation of existing conservation authority programs and services, regulatory responsibilities, legal agreements, municipal agreements and stakeholder commitments.
9. Preservation of employee continuity and workforce stability through the statutory amalgamation transition process while longer-term organizational opportunities continue to be evaluated.
10. Transfer of all assets of the participating conservation authorities to NEORCA upon Go Live, including conservation lands, parkland areas, facilities, vehicles, equipment, infrastructure and all other assets required to support ongoing operations and service delivery.
11. Ongoing evaluation of future opportunities by the Project Executive and General Managers related to the provision of NEORCA corporate-wide services, human resources, information technology, financial administration and organizational modernization following Go Live.

Summary of Key Decisions to be Presented at November 12, 2026 Meeting

Key Project Executive decisions currently being developed and planned to be presented on November 12, 2026 include:

1. Confirmation of continuity for all existing employee payroll administration including group benefits, pensions and other administrative service delivery arrangements.
2. Confirmation of NEORCA Business Number and related division numbers.
3. Proposed "Desired Future State" Go Live organizational structure including executive leadership roles and corporate services functions.
4. Implementation of a future hybrid operating model for the NEORCA.
   Under this model:
   - all existing employees will be able to continue working at their current locations;
   - corporate services and executive leadership functions may operate from any of the four conservation service areas, supporting a regional service delivery approach while leveraging existing staff expertise and office infrastructure across Northeastern Ontario;
   - the NEORCA will offer a virtually enabled hybrid workplace environment wherever possible including existing offices continuing with existing work coverage practices and culture.
5. Proposed future NEORCA Board Governance model including Committee structure and delegated authority framework including assignment of responsibilities for Board Treasurer and Board Secretary functions.
6. Confirmation of continuation of all existing reserves and reserve fund purposes following Go Live. Any existing financial reserves and reserve funds established by the conservation authorities, while transferring to NEORCA on February 1, 2027, would continue to be utilized for the purposes only for which they were originally established.
7. Continued work to identify and address all Go Live critical transition readiness items and risk management activities.

Looking Ahead

As Project Executive for NEORCA, I am pleased with the progress as presented to the Transition Committee members recently and summarized in this progress update.

While significant work remains over the coming months, the primary focus continues to be ensuring NEORCA is fully prepared for its February 1, 2027 Go Live. Key priorities include confirming administrative service delivery arrangements, considering future organization design and board governance requirements and addressing all remaining transition readiness activities.

The success of NEORCA will ultimately be built upon the commitment and collaboration of all existing employees, board members, area municipalities and other key stakeholders across Northeastern Ontario. I remain confident that we are well positioned to achieve a successful Go Live while establishing a strong foundation for the continued evolution of NEORCA through to February 1, 2029.

I look forward to becoming NEORCA's inaugural Chief Administrative Officer and working closely with all NEORCA employees and Board members to guide the new organization.

Please feel free to contact me directly should you have any questions or comments regarding the transition process.

Thank you,

Tim Commisso, NEORCA Project Executive
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