



Niagara Escarpment Commission

An agency of the Government of Ontario

ANNUAL REPORT 2022 - 2023

This report describes the activities of the Niagara Escarpment Commission from April 1, 2022 to March 31, 2023.



June 20, 2023

The Honourable Graydon Smith
Minister of Natural Resources and Forestry

Dear Minister Smith,

It is an honour to submit to you the Annual Report of the Niagara Escarpment Commission for the year commencing April 1, 2022, and ending March 31, 2023.

Sincerely,

A handwritten signature in blue ink that reads "Rob Nicholson". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Rob Nicholson
Chair, Niagara Escarpment Commission



Niagara Escarpment Commission

We are dedicated to maintaining and enhancing the
vitality of Ontario's Niagara Escarpment.

Annual Report
2022 – 2023

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1. Introduction & Background

1.1 Chair's Message

I am pleased to report that the 2022-23 fiscal year was a productive year for the Niagara Escarpment Commission (NEC). We focused on improving service delivery to the public by streamlining our processes and by modernizing our primary communication channels with the public.

In 2023-23, the NEC continued to exhibit a high level of organizational resilience and effectiveness. Our ability to deliver a high-quality, robust program can be attributed to the dedication and professionalism of staff, even as they continued to process a high number of applications and respond to inquiries.

The NEC continued to work with the Ministry of Natural Resources and Forestry on other modernization and efficiency measures aimed at further cost savings and streamlining of processes. Recognizing the NEC's need for a new database and information management solution, staff have been working with external consultants to create a new, more efficient, and modern system. This work is expected to conclude at the end of fiscal year 2023/24. In addition, in November 2022, NEC staff identified the need to redesign the NEC website to better serve clients and community partners. Staff modernized the NEC's digital front by applying best practices for digital customer service and user experience design. The new website was launched in February 2023.

The NEC was the subject of a Value-For-Money audit by the Office of the Auditor General of Ontario (OAGO). The Auditor General's report was released at the end of November 2022 and contained responses from both the ministry and the NEC. NEC staff have since began to implement some of the recommendations and have planned for others to be implemented over the next two calendar years. A number of the recommendations will be considered through the Scheduled Coordinated Land Use Planning Review which is expected to commence in 2025.

In all, the 2022-2023 year has been a very productive year for the NEC with several new initiatives underway. We look forward to implementing these initiatives in fiscal year 2023-2024 and beyond.

Sincerely,



Rob Nicholson
Chair, Niagara Escarpment Commission

1.2 The Niagara Escarpment

Spanning 725 kilometres from the tip of the Niagara Region to the top of the Bruce Peninsula, the Niagara Escarpment is one of the world's most magnificent natural landforms. It comprises over a quarter of Ontario's Greenbelt and is home to Canada's longest footpath, the Bruce Trail. Over 450 million years old, the Niagara Escarpment is the source of many of the Greater Golden Horseshoe's major river systems. It is also one of the last remaining bands of continuous forest cover and natural heritage linkages in southern Ontario. It is a major source of close-to-market prime agricultural land.

In 1973, the Ontario Government passed the Niagara Escarpment Planning and Development Act (NEPDA) to manage development on the Niagara Escarpment. Through the NEPDA, a land-use planning process was put in place and the Niagara Escarpment Commission (NEC) was established. Subsequently, in 1985, the Ontario Government also created the Niagara Escarpment Plan (NEP) to clarify land-use designations, development criteria, and other permitted uses. The NEP area covers 195,000 hectares in portions of 22 local municipalities within seven regions and counties, as well as the City of Hamilton. It also provides the framework for a string of more than 160 parks and open spaces linked by the Bruce Trail.

The role of the NEP in preserving the open-landscape character of the Niagara Escarpment and supporting agriculture is good for business in Ontario. Rural and agricultural communities on the Niagara Escarpment support thousands of jobs and produce food consumed by people locally and all over the world, contributing millions of dollars annually to the region's economy. In addition, the Niagara Escarpment is a destination for travelers and residents looking for recreational opportunities, which provides a major annual boost to local and regional economies.

In 1990, the Niagara Escarpment earned global recognition as a United Nations Educational, Scientific and Cultural Organization (UNESCO) World Biosphere Reserve - one of only 18 across Canada. This prestigious designation recognizes the Niagara Escarpment as an internationally significant natural feature that promotes sustainable development.

With the Niagara Escarpment traversing the Greater Golden Horseshoe (GGH), one of the fastest growing regions in North America and boasting a projected population of more than 14 million by 2051, striking the right balance between the development and preservation of this majestic feature has never been more important.

1.3 The Niagara Escarpment Commission

The Niagara Escarpment Commission (hereafter referred to as 'NEC' or 'Commission') was established in June 1973. It is a regulatory agency that operates at arm's length from the provincial government, in accordance with the Niagara Escarpment Planning

and Development Act (NEPDA), and the Ontario Government's Agencies and Appointments Directive.

The NEPDA established the planning framework for the Niagara Escarpment Plan (NEP), which the NEC administers by ensuring that development on the Niagara Escarpment meets the purpose and objectives of the NEP. The NEC also makes recommendations to the provincial government on NEP policies and amendments. The NEC reports to the Ontario Legislature through the Minister of Natural Resources and Forestry via a Memorandum of Understanding (MOU). This Annual Report is an example of the NEC's responsibilities as identified in the MOU.

The NEC conducts itself according to the standards of the Ontario Government, including the principles of ethical behaviour, excellence in management, diversity, anti-racism and inclusion, careful and prudent administration of public funds, and a professional Ontario Public Service that is transparent, responsive, fair, and respectful.

The NEPDA also identifies the composition of the NEC as consisting of seventeen (17) Commission members that are appointed by Order-in-Council. Nine (9) members, including the Chair, represent the public at-large, and eight (8) municipally sponsored members represent the counties, cities, and regions within the NEP area. For a current listing of Commission members, please visit NEC's website (escarpment.org). A list of municipalities found within the NEP area is contained in **Appendix 3**.

The Commission meets monthly to consider certain development permit applications, land-use proposals, policy items, and NEP amendments. Commission meetings are open to the public. In fiscal year 2022-2023, these meetings were typically held in a hybrid format consisting of video conferencing (via Microsoft Teams) and in person boardroom attendance at the NEC's main office in Georgetown, Ontario. Instructions on how to access Commission meetings were publicly available on the NEC website (escarpment.org).

1.4 Mandate

The Niagara Escarpment and lands in its vicinity are protected by the Niagara Escarpment Plan (NEP). The NEP area covers portions of twenty-three (23) local municipalities within seven (7) regions and counties, and the City of Hamilton. A map of the NEP area is found in **Appendix 2**.

The NEP outlines land-use designations and associated development criteria. The NEP also provides the framework for more than 160 parks and open spaces linked by the Bruce Trail. In addition, the NEP protects significant natural heritage features and ensures the maintenance of the Niagara Escarpment's open landscape by conserving the Escarpment's scenery, agricultural land, and complementary rural activities.

It is the duty of the Ontario Government to develop and establish the policies of the NEP. In turn, the Niagara Escarpment Commission (NEC) has a legislated mandate to interpret and apply NEP policies which focus on maintaining and enhancing the vitality of the unique landscape features of the Niagara Escarpment. The Commission's decisions are made independently and impartially.

The Niagara Escarpment Planning and Development Act (NEPDA) and the NEP set out the Commission's responsibilities and mandate as a Crown Agency. The purpose of the NEPDA and the NEP are:

"To provide for the maintenance of the Niagara Escarpment and land in its vicinity substantially as a continuous natural environment, and to ensure only such development occurs as is compatible with that natural environment."

The objectives of the NEP are as follows:

- To protect unique ecological and historical areas;
- To maintain and enhance the quality and character of natural streams and water supplies;
- To provide adequate opportunities for outdoor recreation;
- To maintain and enhance the open landscape character of the Niagara Escarpment in so far as possible, by such means as compatible farming or forestry and by preserving the natural scenery;
- To ensure that all new development is compatible with the purpose of the NEP;
- To provide adequate public access to the Niagara Escarpment; and
- To support municipalities within the NEP Area in the exercise of the planning functions conferred upon them by the Ontario Planning Act.

The NEP is reviewed, amended, and renewed on a regular basis. Legislated reviews of the NEP were completed in 1994, 2005, and 2017. The last review was coordinated with the review of three other provincial land-use plans that manage development in Southern Ontario: The Greenbelt Plan, the Oak Ridges Moraine Conservation Plan, and the Growth Plan for the Greater Golden Horseshoe. The current NEP came into effect on June 1, 2017.

All agencies of the Ontario Government are subject to a mandate review every seven years, led by Treasury Board Secretariat. A review of the NEC was completed in 2018 and it concluded that the mandate was being implemented appropriately.

In 2019, the NEC underwent a review through the provincially appointed Agency Review Taskforce. Upon conclusion of the review, the Agency Review Taskforce supported the continuation of the Commission and suggested that enhancements should be considered to further modernize the Niagara Escarpment Program and to strengthen implementation.

In 2022, the Ontario Auditor General's Office (OAGO) undertook a Value for Money Audit entitled 'Conserving the Niagara Escarpment', to which the NEC was a participant.

The final report, released in late November 2022, highlighted key areas of improvement for the NEC and the MNRF, to which both the NEC and MNRF provided responses.

2. Operational Strategy for 2022-2023

The NEC's first Operational Strategy was released in 2017 and it provided a foundation for organizational renewal and focus following the Coordinated Review.

In 2022-2023, staff reviewed and updated the NEC Operational Strategy to reflect emerging initiatives and priorities. The pillars of an updated Operational Strategy are based on a trifecta of mutually reinforcing and integrated elements:

1. Business and organizational effectiveness
2. Communicate, consult, collaborate
3. Modernized and streamlined legislation/regulations

There are several internal and external factors influencing the Operational Strategy. Internal factors include staff turnover, training and development, increased volume and complexity of work, the need for streamlining of internal processes, electronic and digital records management, and a need for enhanced agency and municipal collaboration. External influences include leveraging the work of the modernization, e-government, and open for business strategies, as well as Indigenous engagement and consultation.

2.1 Business & Organizational Effectiveness

In 2021, the Ministry of Natural Resources and Forestry (MNRF) established the Recovery and Renewal Secretariat (now the Modernization and Business Improvement Office). The office is focused on improving digital citizen-facing services, streamlining policies and services, ensuring public services are efficient, effective, and nimble while also focusing on organizational support for priority initiatives. The NEC is part of this modernization process, and many NEC priorities align with the work of the Modernization and Business Improvement Office (for example, streamlined regulations; using technology platforms to make processes more efficient).

More specifically, in fiscal year 2022-2023, the NEC pursued the following priorities:

- Developing internal processes, operations, and culture to optimize NEC program success;
- Enhancing existing processes to support effective implementation of the NEP;
- Recommending legislative and regulatory improvements to streamline and modernize processes; and
- Modernizing NEC technology by renewing the internal database and establishing electronic submission and management of applications.

- Developing NEC cultural values which can then be translated into organizational principles for staff

2.1.1 Building Organizational Capacity

Staff Structure & Functions

In the 2022 – 2023 fiscal year, the NEC continued to rely on the team-based service delivery model to support its operations. Through the model, multi-functional teams are assigned to geographically based client groups to deliver the full range of NEC services. There are three teams – one for each of the southern, central, and northern portions of the NEP area. The original driver for the team-based approach was to improve customer service by increasing collaboration, sharing workload through efficient and consistent triaging, and providing a forum to facilitate knowledge transfer and collaboration amongst NEC staff and with regulatory partners.

Regular team meetings continued in 2022-2023 and these meetings ensured staff had a network of support, as well as a process to highlight issues and obtain assistance from colleagues. In addition, these highly functioning teams supported the onboarding of new staff and provided mentorship in a manner that may not otherwise have been possible.

As in previous years, each geographical team consists of:

- A Senior Strategic Advisor lead
- Senior Planners
- Planner(s)
- An Administrative Coordinator

In addition, staff provide critical business support and program delivery related to:

- Geographic Information System, Information Management, and Information Technology
- Compliance
- Landscape Architect (for visual assessments)
- Communications and Marketing
- Commission and Administrative Support

Staff Recruitment

Similar to many other organizations, the NEC continues to experience a period of transition among staff due to normal attrition. During the 2022-2023 fiscal year, various staffing changes led to some organizational adjustment. To continue to operate efficiently, the NEC continued to hire up to the FTE limit of 24 staff, 4 seasonal positions and 4 summer students. During the fiscal year, NEC staff conducted ten (10) recruitments for the positions of Senior Planner (five positions), Administrative

Assistant, Senior Communications and Marketing Advisor, Compliance Supervisor, GIS Analyst, and Policy and Program Intern.

Succession Planning

As a relatively small organization, the turnover of staff over the past two fiscal years, has highlighted the need to undertake an evaluation of the NEC's organizational needs, including consideration of how positions are recruited for and managed. Succession planning is important to ensure that the NEC continues to be a healthy and vibrant organization that has the human resources to effectively implement the Niagara Escarpment program.

From a succession planning perspective, the NEC has significantly benefitted from having a "feeder group" of seasonal planners and the Compliance Specialist position that can gain the experience and capacity to move into more senior positions. This approach minimized disruption to service delivery, and the NEC's staffing strategy has continued to result in an organization that is nimble and can more readily align its resources to emerging challenges.

Compliance Program Enhancement

Over the past decade, there has been a significant increase in complaints of possible violations, which has put a strain on the NEC's limited compliance resources to determine the appropriate response. The NEC has obtained additional support by retaining (on a part-time basis) a former OPS enforcement professional to provide advice, mentoring, and on-the-ground assistance for complex files. The NEC is undertaking other initiatives to enhance the capacity and tools associated with the Compliance Program, including a review of the Compliance Protocol (with MNRF), development of new procedures and an evaluation of potential legislative and program changes.

2.1.2 Effective NEP Implementation

The 2017 NEP provides that the NEC, in consultation with MNRF, may issue guidance material and technical criteria to assist the implementing authority with the policies of the NEP. Information, technical criteria, and approaches outlined in guidance material are meant to support, but not add to or detract from the policies of the NEP.

The NEC has approved technical criteria for Visual Impact Assessments and has initiated technical criteria for the preparation of vegetation protection plans, landscape construction drawings. These are anticipated to be prepared and approved for use in fiscal year 2023-24. The Commission has also begun to develop policy guidance material for on-farm diversified uses, dwelling units' accessory to agricultural uses, secondary dwelling units and special events.

The Commission has had several discussions regarding how the NEP policies support agriculture. In November 2021, the Commission considered a staff report on the

agricultural policies of the NEP and directed staff to bring forward a proposal for the Commission to initiate a Plan amendment for specific agricultural policies. This fiscal year, in November 2022, staff brought forward a Plan amendment which the Commission recommended be initiated (circulated and comments requested). The Commission also requested staff undertake further analysis and continue with the development of policy guidance material.

2.1.3 Streamlining Processes

In 2022-2023, the NEC completed a business process mapping exercise to facilitate practices that are as lean and efficient as possible. These process maps are being used to develop internal efficiencies, to inform the discovery phase of the IT modernization project, and to highlight areas where legislative and regulatory changes are needed.

Review of internal processes will continue through 2023-24 with a focus on exemptions and streamlined applications; however, substantive changes through digital solutions and legislative / regulatory amendments are necessary to transform the NEC program.

2.1.4 Database Renewal and Information Technology Modernization

The NEC's current database relies on staff to manually track the status of Development Permit Applications (one of the agency's primary business functions). Dating back to the early 2000s, the database has been consistently experiencing system failures with the increase in annual and overall volume of files. The risk and liability increase with each successive OPS intranet upgrade, and so the database has reached the end of its life cycle. In addition, with the advent of OPS online and self-service initiatives beyond the capacity of the legacy database, the development of a public facing solution is necessary.

In 2021-22, the NEC received funding for the initial discovery phase of an IT solution for a replacement system, with internal and external user research and data analysis, evaluation of current business processes, and identification of the future modernized state. Funding was secured for Alpha and Beta phases of project development, testing, and delivery. The Alpha phase began in fiscal 2022-23, and the Beta and roll-out are on track for 2023-2024.

While the NEC waits for the new system, staff continue to make enhancements to the existing permit application database as it is a critical application utilized by NEC staff daily. This fiscal year, NEC staff continued to clean up the data and undertake paper record digitization enabling online and easier access to files.

Geocortex Web Mapping Tool

In 2019-2020, the NEC submitted and received approval for a project to replace NEC's existing Google Maps API Web mapping tool with a modern digital platform. In 2020-2021, the NEC worked with the Ministry's Land and Resource Cluster (IT) to develop

and implement the application using an agile and user-centred approach. The application was made available to the public through NEC's website in fiscal 2021-2022.

This fiscal year, the application was enhanced further to provide accurate mapping functionality for external and internal users. The application has enabled the public, applicants, and community partners to self-serve and gain access to information, thus reducing the number of inquiries the NEC receives. The application is improving the efficiency of existing business process.

2.2 Focus on Digital Communications & Marketing

Over the past fiscal year, the NEC has improved a key communications channel outlined in its Communicate, Consult and Collaborate initiative. The initiative continues to inform how the NEC relates with clients, ministry stakeholders, members of the public, and Indigenous communities along the Niagara Escarpment.

Specifically, the NEC has recently undertaken an initiative to redesign and make significant improvements to its external website. Work began in late 2022, and Phase One of the newly redesigned website was launched in February 2023.

At the start of the project, the goals of the redesigned website were:

- to provide information about the development permit process and Commission activities to property developers and other commercial entities;
- to educate the public about the Niagara Escarpment and the rationale for protection and conservation; and
- to provide the public with information about recreational / tourism-related activities along the Escarpment (in line with the business goals of the NEC).

At its core, the guiding principle for Phase One was to present the website in a modern and accessible format while staying true to the NEC's organizational roots and identity. Phase One was focused on improving customer service processes with the addition of new targeted forms that direct clients to the correct stages of the triaging process. The redesign worked to improve the user's experience on the NEC website by making it more intuitive and more visually appealing with better navigation and improved page and section layouts.

Phase Two of the website redesign project has begun and is focusing on providing educational resources about the Niagara Escarpment and the rationale for protection and conservation. This phase of the project is expected to be completed in fiscal year 2023-2024.

2.2.1 Internal & External Partnerships

In 2022-2023, NEC staff continued to seek opportunities to exchange knowledge with internal and external partners and agencies. The following table lists the most significant sessions NEC staff held or attended in 2022-2023.

Table 1

Event/Meeting	Purpose
Bruce Trail Conservancy meetings	The focus was on coordinating and streamlining DPAs.
NEPOSS Council Meeting	The purpose was to coordinate the NEPOSS program.
ND+M+NRF Communicators Event: Inclusive Writing Workshop	This event provided an in-depth coverage of style guide topics and tips for inclusive writing.
Archaeology Lunch and Learn	This event provided staff with an opportunity to learn about the work done by archaeologists.
Staff meeting with the Strategic Management and Corporate Services Branch	NEC staff attended a staff meeting of the MNRF Strategic Management and Corporate Services Branch and shared key information about the work done at the NEC.
Budget Allocations – Removing the Mystery	Staff from the MNRF Corporate Management and Information Branch attended an NEC meeting to help staff understand financial accountability within the Ontario Public Service.

2.3 Modernized & Streamlined Legislation / Regulations

The NEP is implemented through a Development Control permit system. This process ensures that development is compatible with the Escarpment landscape, including its natural, physical, and cultural environment. Since 2019, the NEC has been analyzing its broader legislative and regulatory framework, in concert with the MNRF Policy Division, for opportunities to make changes related to the existing exemption regulation, to further streamline development permit reviews, to improve service to NEC clients, and to support housing initiatives.

Combined with such potential legislative and regulatory updates, the NEC's ongoing database renewal and IT modernization project presents opportunities to triage and automate development permit applications and introduce additional streamlining measures, both internally and with partner agencies.

3. Activity Reports for 2022-2023

3.1 Financial Summary

The following provides a summary of the 2022-2023 operating budget and expenses:

Table 2

Account Categories	2022-2023 Budget Allocation	2022-2023 Actual Expenditures
Salary and Wages	2,117,600	2,113,851
Employee Benefits	325,200	341,096
Total	\$2,442,800	\$2,454,947
Transportation and Communication	43,000	29,437
Services	870,500	320,395
Supplies and Equipment	31,000	33,930
Total	\$944,500	\$383,761
Treasury Board Order		\$421,200
Grand Total	\$3,387,300	\$2,838,708

The NEC's maximum staffing complement is 24 Full-Time Equivalent (FTE) positions. As of March 31, 2023, the NEC had 24 FTE employees, 19 within its main Georgetown office and 5 in its northern satellite office in Owen Sound. In addition, the Georgetown office had three seasonal Planning positions and a seasonal compliance position (which are not considered FTE positions).

The NEC's non-salary or operating allocation is composed of several categories of funds. These categories include transportation and communication (e.g., telephones, cell phones, mail and staff and Commissioner travel expenses), services (e.g., computer leases, commissioner per diems, leased office equipment, staff development

and education, vehicles, commission meetings, litigation costs) and supplies and equipment (e.g., office supplies).

The NEC's budget allocation had remained relatively stable at \$2,410,100 for eight fiscal years until it was reduced in 2019-20 to \$2,395,200. As a result, the NEC was operating at a deficit for several fiscal years as reported in the previous Business Plan submissions starting in 2017-18. The deficit was a result of hiring up to full FTE capacity, the creation of four seasonal positions, and increased costs to implement the NEC program.

The NEC's allocation was increased in 2020-21 to \$2,647,000 based on the actuals from fiscal 2019-20. This resulted in an increase to the wages and benefits allocation, which allowed the NEC to continue with a full staff complement (24 FTEs and four seasonal positions). However, the allocation for services (allocation for the costs to support the Commission including per diems and other expenses) fell short given that in 2019-20 Commission appointments were delayed, resulting in the inability to hold meetings for several months as quorum could not be achieved. The NEC was able to manage the shortfall due to reduced expenses associated with fewer meetings and remote participation. This allocation reduction continued into 2022-23 with the services allocation being reduced further to \$120,500 from \$159,800.

The total remuneration paid to Commissioners in 2022-23 was \$91,336 which was financed from NEC's operating budget (see [Appendix 4](#)). The Commission returned to monthly meetings in January of 2022 and meetings were moved to a hybrid format with some Commissioners and applicants choosing to attend in person and others continuing virtually.

Following the direction of the Ontario Government, NEC staff returned to the workplace in the spring of 2022, on a gradual hybrid work format of three days in the office and two days working remotely. Activities such as outreach, training, and development which had been moved to a virtual platform or put on hold during the pandemic resumed in 2022-23. These factors, combined with increased costs, put pressure on the ODOE budget for 2022-23.

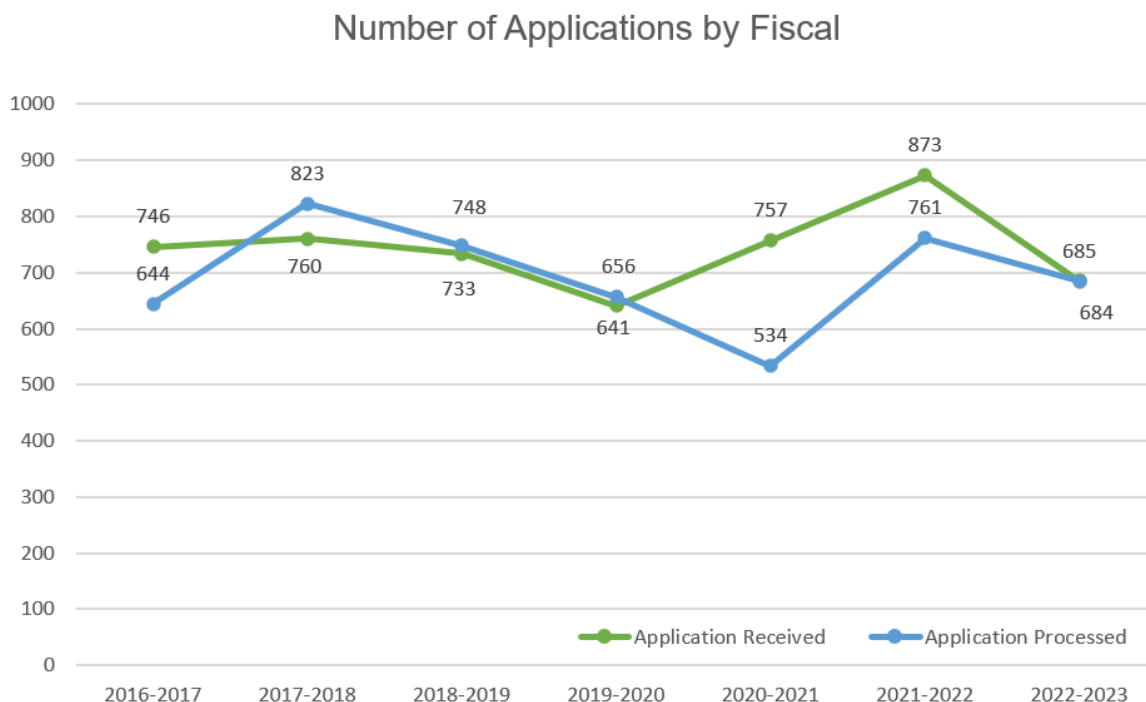
The 2022-23 budget also included salary dollars for the NEC to hire one position to assist with the NEC's IT Modernization project. The NEC hired a GIS IM/IT Analyst to work with NEC and ministry staff to develop a new database to replace the NEC's aging database. The NEC was also allocated \$750,000 in the operating budget to cover costs for Phase One of the Modernization project. The project costs for Phase One came in under budget with spending of \$162,875. The NEC reprofiled \$300,000 to fiscal year 2023-24 with the balance of unspent project funds returning to Treasury Board as noted above.

3.2 Development Permit Activity

The NEPDA requires that a development permit be obtained from the NEC prior to undertaking development within the area of Development Control unless it is exempt under Ontario Regulation 828/90. A permit is issued with terms and conditions to ensure development is implemented in a manner that minimizes impact to the Escarpment environment.

As indicated earlier in this report, and shown below in **Figure 1**, the number of development permits received by the NEC has reduced this fiscal as compared to 2021-2022. This year, there was a significant decrease in the number of new applications (development permits and requests for confirmation of exemption status). This trend is consistent with broader real estate and development activity in Southern Ontario.

Figure 1



Figures 2 and 3 below show the distribution of applications processed in 2021-2022 and 2022-2023 across upper-tier municipalities. While the total number of applications received decreased, the relative distribution across municipalities remained relatively consistent with the previous year.

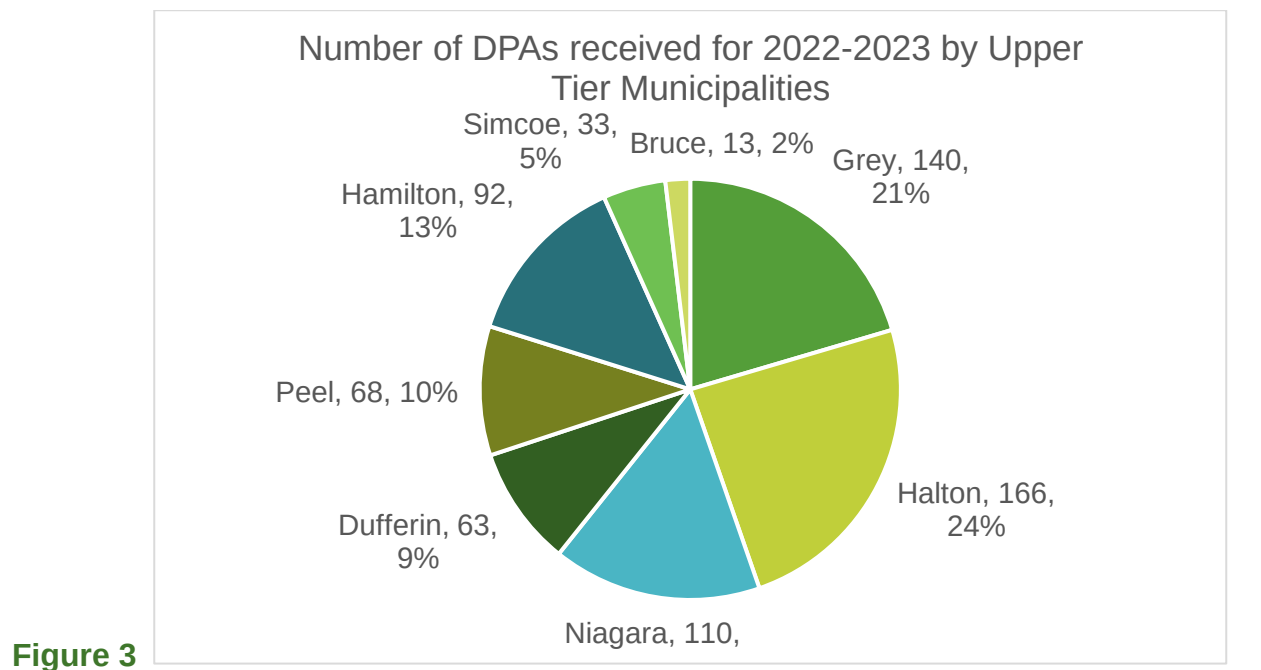
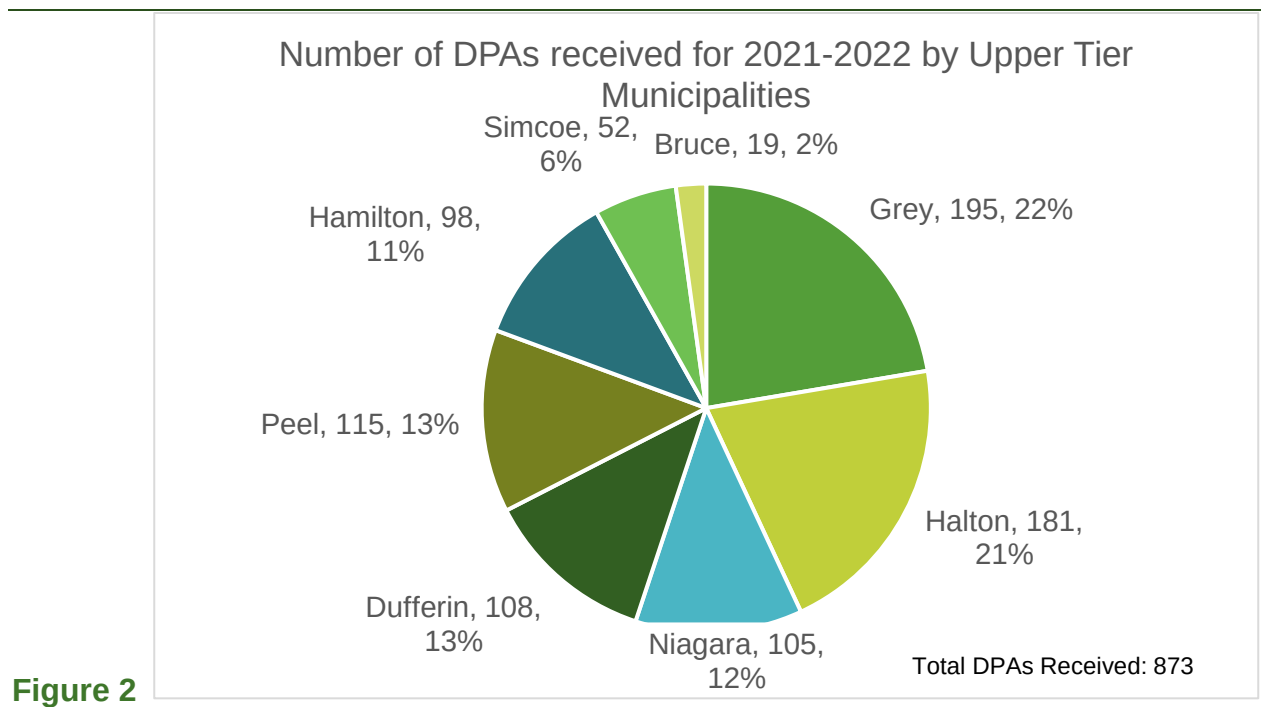
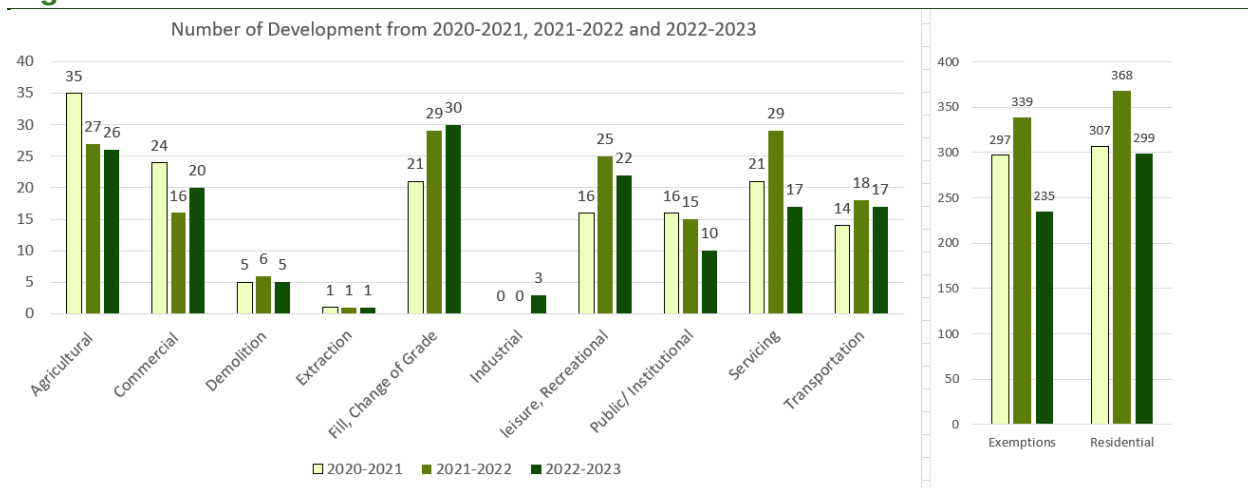


Figure 4 below illustrates the types of applications received and compares the previous two fiscal years. It is important to note that applications received in one fiscal year can be processed in subsequent years. Therefore, there may be a discrepancy between the

number of applications received and processed in a given year. The following are some key points:

- By far the highest number of applications continue to relate to residential development.
- The number of agricultural-related applications remained relatively the same. Many of these involved the construction of accessory structures. Some related to the establishment of on-farm diversified uses and agriculture-related uses, which reflects new policies contained in the updated NEP.

Figure 4



Under the NEPDA, the Minister of Natural Resources and Forestry has the power to delegate to the Niagara Escarpment Commission, the authority to approve development permits. Under the current Delegation of Authority (DOA), the power to approve certain types of development permit applications is, in turn, delegated to the NEC Director.

As illustrated in **Figure 5**, approximately 56% of NEC approvals in fiscal 2022-2023, were approved at the NEC Director level. This is an increase when compared to 31% for fiscal year 2021-2022 (see **Figure 6**). Requests for confirmation of Exemption status (exemption letters) are not development permits authorizations and are not subject to the DOA.

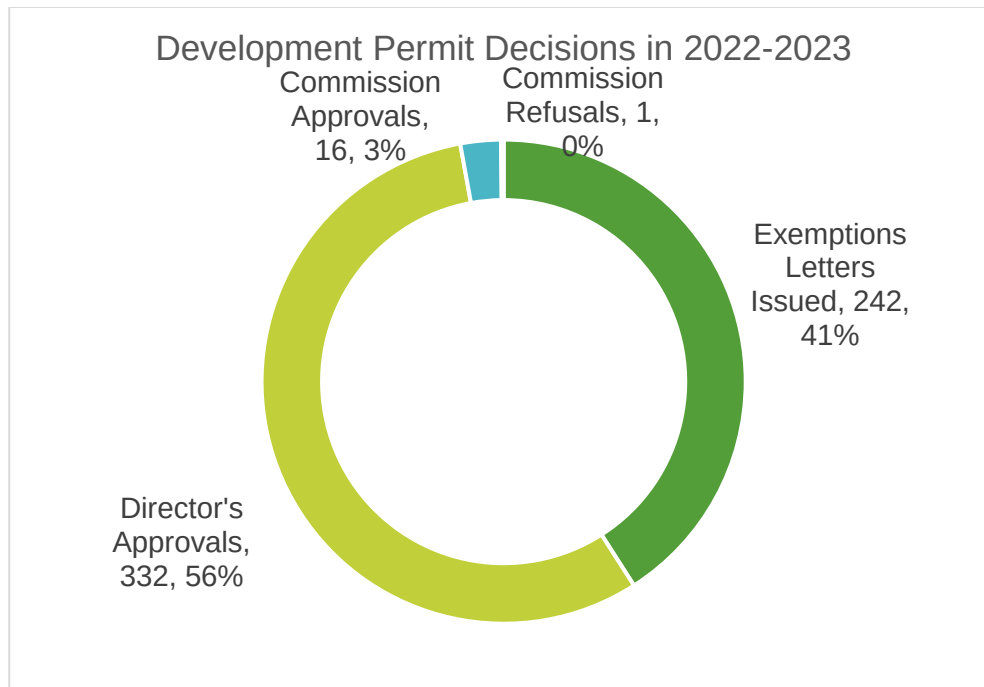


Figure 5

For a Development Permit application to be approved by the Director, it must meet the following criteria:

- The application and supporting information must be complete
- There are no objections to the application from any consulted agencies
- NEC planning staff have completed a Staff Report recommending approval
- The Staff Report is accompanied by Conditions of Approval and the proposed development complies with the NEP and does not require a policy interpretation under the plan
- In the case of development that has taken place without a development permit:
 - o It is the first time the applicant has undertaken development on the property without approval; and
 - o The matter is not subject to a prosecution.

Figure 6

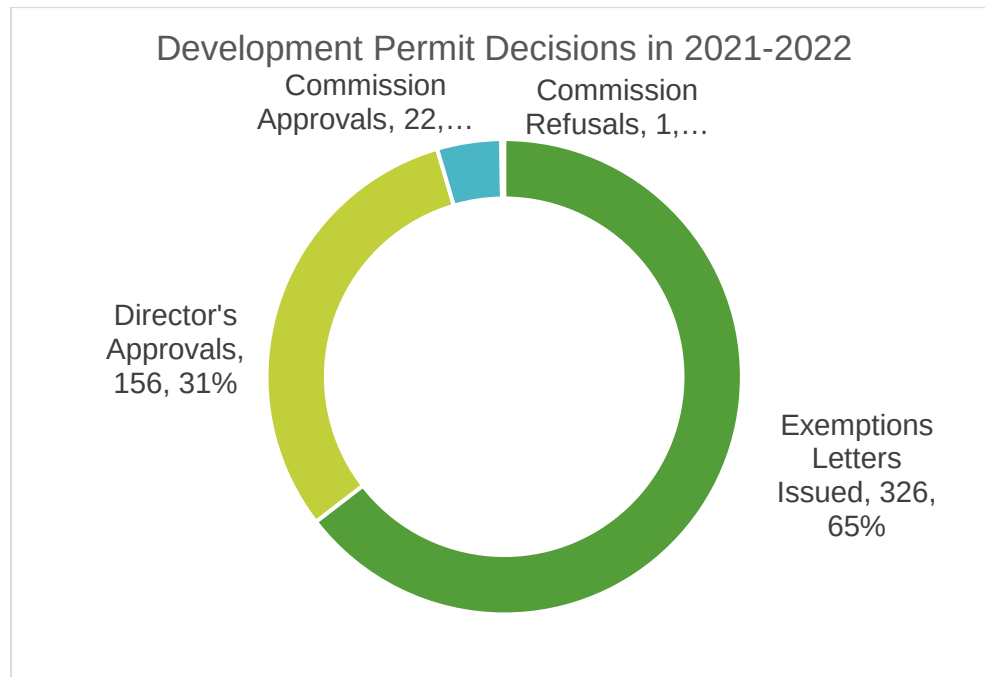
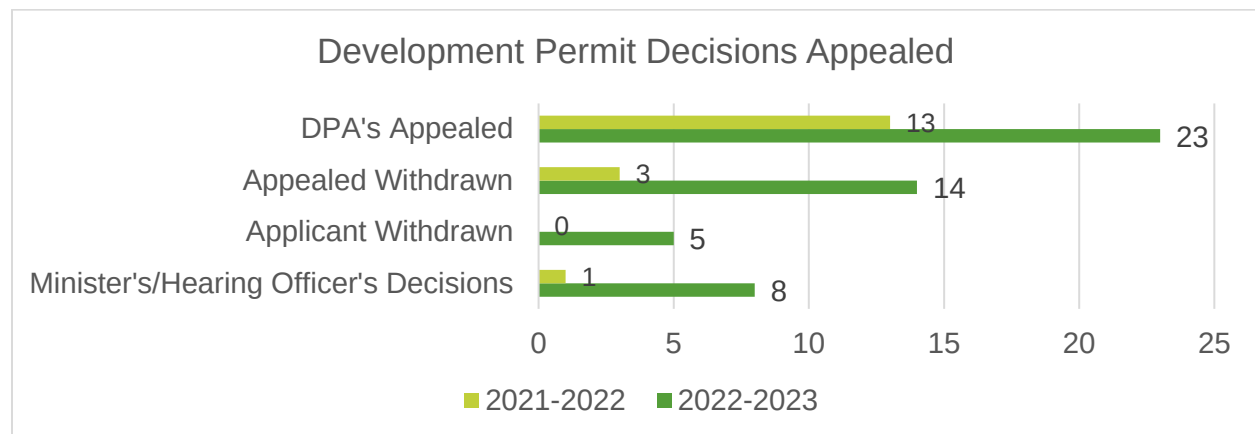


Figure 7 below illustrates the number of appeals of development permit decisions during the last two fiscal years.

Figure 7



3.3 Active Niagara Escarpment Plan Amendments (proposed)

The following is the list of active NEPDA amendment applications as of March 31, 2023:

PP 213 18 (Blueland Farms)

Blueland Farm Ltd. has applied to amend the Niagara Escarpment Plan (NEP) designation of Escarpment Rural Area to Mineral Resource Extraction Area to permit mineral aggregate resource extraction both above and below the water table within a 26-hectare area on a 40.5-hectare property known as McCormick Pit located at Part Lot 12, Concession 2 East of Hurontario Street, Town of Caledon, Region of Peel. The application remains under review.

PS 215 19 Sideroad 26/27

This amendment application was withdrawn in March 2023. It proposed to amend the Niagara Escarpment Plan to add site-specific policies applying to Sideroad 26/27 in the Township of Clearview, County of Simcoe. The proposed amendment would allow the Township to improve the existing road to make it suitable for year-round use notwithstanding policies in the Niagara Escarpment Plan that require the consideration of alternatives to the development of infrastructure in wetlands, key natural heritage features and Escarpment Natural Areas. This application relates to Development Permit application ST/2013-2014/9152 that was also withdrawn.

PW 218 20 (Columbia Northcliffe Campus Inc.)

The Niagara Escarpment Commission received an application from Columbia Northcliffe Campus Inc. to amend the Niagara Escarpment Plan to permit the use of the former convent of the Sisters of St. Joseph as a day use private school with up to 1000 students and 80 staff. The application also proposes to upgrade the existing septic system and build an addition to the convent for a gymnasium. A Development Permit application (H/P/2021-2022/487) has also been submitted for the proposed development. A decision on the Plan amendment and Development Permit has not been made.

The subject lands are located at 574 Northcliffe Avenue in the City of Hamilton. The property is in the Niagara Escarpment Plan Area and is now in the Area of Development Control (Pleasant View Survey).

PH 219 20 (Nelson Aggregates)

The Niagara Escarpment Commission has received an application on behalf of Nelson Aggregates Co, to amend the Niagara Escarpment Plan to expand the existing Nelson Aggregate Co. operations at the Burlington Quarry, Halton, in both a southern direction and in a contiguous western direction. The proposed expansion lands are designated Escarpment Rural Area and are proposed to be redesignated to Mineral Resource

Extraction Area through this application. The application also seeks to apply a special policy to the current extraction site that will permit the continued use of existing aggregate extraction infrastructure.

The proposed expansion lands are estimated to contain ± 30 million tonnes of mineral aggregate resource; Nelson Aggregate Co. is applying for a maximum tonnage limit of 2 million tonnes per year with the expectation to extract, on average, 1 million tonnes per year. Objections were received and it is anticipated that along with Development Permit application H/E/2020-2021/108 this amendment will be referred to the Ontario Land Tribunal.

PH 221 21 (4000 Campbellville Road)

To amend the Niagara Escarpment Plan (NEP) to allow for a site-specific change to the Land Use Designation from Mineral Resource Extraction Area to Escarpment Natural Area and Escarpment Protection Area on the subject property located at Part Lot 5, Concession 5, in the Town of Milton, Region of Halton; as it relates to the surrender of the Aggregate Resource Act (ARA) licence (# 5478), on the former gravel pit operated by Campbellville Sand and Gravel. The Commission recommended approval and a Minister's decision on the amendment is pending.

PH 222 21 (3475 Campbellville Road)

To amend the Niagara Escarpment Plan (NEP) to allow for a site-specific change to the Land Use Designation from Mineral Resource Extraction Area to Escarpment Protection Area on the subject property located at Part Lot 6, Concession 4 in the Town of Milton, Region of Halton; as it relates to the surrender of the Aggregate Resource Act (ARA) licence (# 5479), on the former gravel pit operated by Campbellville Sand and Gravel. The Commission recommended approval and a Minister's decision is pending.

PP 223 21 (Pinchin Pit)

Credit Valley Conservation Authority proposed to amend the Niagara Escarpment Plan (NEP) to allow for a site-specific change to the Land Use Designation from Mineral Resource Extraction Area to Escarpment Protection Area on the subject property located at Part Lot 6, Concession 4 in the Town of Milton, Region of Halton; as it relates to the surrender of the Aggregate Resource Act (ARA) licence (# 5479), on the former gravel pit operated by Campbellville Sand and Gravel. The Commission recommended approval of the amendment in September 2022, and it is now with the Minister awaiting a final decision.

PH 224 21 (Dufferin Milton Quarry East Expansion)

This amendment was initiated in April 2022. It proposed to amend the Niagara Escarpment Plan (NEP) to redesignate approximately 30.6 ha (75.6 ac) of lands

described in the Town of Halton Hills, Region of Halton, from Escarpment Rural Area to Mineral Resource Extraction Area, and;

To apply a special policy under NEP Part 1.9.3 (Permitted Uses) that applies to the existing quarry in the Towns of Halton Hills and Milton, Region of Halton that would permit the continued use of an office and maintenance buildings, facilities for washing, processing and stockpiling of aggregate, truck washing facility, recycling facilities and the entrance, for the purpose of supporting the extraction of aggregate on the lands proposed to be re-designated to Mineral Resource Extraction Area, and only while the two sites are actively operated by a single license, as an integrated operation.

PC 225 22 (Agricultural Policies Amendment)

This amendment was initiated in November 2022. It proposed to amend the Niagara Escarpment Plan (NEP) to allow greater flexibility for the consideration of the development of agricultural uses, on-farm diversified uses, and agricultural-related uses. Public consultation was conducted during the winter/spring of 2023. Objections were received and it is anticipated that this amendment will be referred to the Ontario Land Tribunal.

PH 226 22 (Brampton Brick - Cheltenham Quarry, 14504 Mississauga Road)

This amendment was initiated in March 2023. It proposed to amend the Niagara Escarpment Plan (NEP) by redesignating 14.68 ha (36.3 ac) of lands described as Part Lots 29 and 30, Concession 5 West of Centre Road, Town of Caledon, Region of Peel from Escarpment Protection Area to Escarpment Rural Area in anticipation of a future application to redesignate the same lands from Escarpment Rural Area to Mineral Resource Extraction Area.

3.4 Niagara Escarpment Parks and Open Space System

The Niagara Escarpment Parks and Open Spaces System (NEPOSS), consists of more than 160 parks and open spaces, with the Bruce Trail as the common linkage connecting NEPOSS lands. The NEPOSS seeks to achieve the NEP Part 3 objectives of providing opportunities for outdoor recreation, and appropriate public access to the Niagara Escarpment. Part 3 of the NEP contains policies that guide activities and development within the NEPOSS.

MNRF coordinates the development and administration of the NEPOSS, including approval of master/management plans. The NEC works collaboratively with the MNRF to ensure that recreational activities and development within the NEPOSS are consistent with the objectives and policies of the NEP.

NEPOSS lands are owned by public agencies and conservation organizations that together comprise the NEPOSS Council. Council representatives work collaboratively to further NEPOSS objectives such as promoting land acquisition and public access. The Council, which is coordinated and administered by the MNRF in partnership with the NEC, meets at least two times a year to discuss matters related to parks and open spaces management issues.

NEPOSS Council members undertook significant effort to contribute to the objectives of NEPOSS in 2022-2023, including a continued effort to encourage a co-ordinated and strategic approach to member agencies' land securement efforts.

Some of the highlights include:

- Ongoing work with Country Heritage Park on an update to their existing Park Management Plan;
- Initiation of a Park Management Plan for Conservation Halton's Clappison and Waterdown Woods; and
- Initiation of a Park Management Plan for Inglis Falls Conservation Area by the Grey Sauble Conservation Authority.

An ongoing challenge continuing to be faced by the Council member agencies is with respect to increased visitation, and the capacity issues and conflicts that arise as a result, including parking, traffic and need for additional infrastructure to support users. The Council is providing a forum to engage in dialogue on how to address these challenges and share positive solutions. For example, many members have identified collaborations with local municipalities to align "plan ahead" messaging, setting visitor area capacities, to plan and design infrastructure and manage trespass and other violations, including through education.

Acknowledging the strong benefit in taking a "Two-eyed Seeing approach", Parks Canada has been working with the Saugeen Ojibway Nation (SON) and other partners, to protect species at risk and of cultural importance, and culturally significant places and values. Parks Canada has also partnered with the Ministry of Transportation (MTO) to build eco-passages and fences along the busy main provincial highway accessing the Park, and has developed citizen science programs in multiple communities to protect nesting turtles, mitigating road mortality in high traffic areas.

3.5. Compliance Program

The NEC's Compliance Program is a core function of the agency's legislative and regulatory responsibilities.

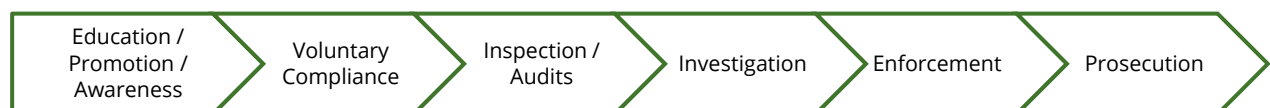
It is designed to ensure that:

- The purpose and objectives of the Niagara Escarpment Planning and Development Act (NEPDA) are upheld;
- Development occurs in a manner consistent with conditions of a Development Permit; and,
- Appropriate action is taken to address and remediate development occurring without a permit, particularly where there are public safety and/or environmental risks.

The Compliance Program is a shared responsibility between the NEC and the MNRF, and is guided by an Inspections, Investigation and Enforcement Protocol. The Protocol lays out the various roles and responsibilities for staff and provides mechanisms for shared oversight of the program and resolution of issues. Through the protocol, the MNRF's Conservation Officers assist with complex investigations, prosecutions, and higher risk inspections.

The NEC takes a risk-based approach to compliance with the NEPDA, meaning it makes strategic, risk-informed decisions about compliance priorities and responses (See **Figure 8**). The NEC, in consultation with the MNRF Enforcement Branch, uses this approach to determine the most appropriate response to compliance issues from a suite of options in the compliance continuum.

Figure 8 – Compliance Continuum



Since 2014, there has been an increase in the number of complaints about possible compliance occurrences. This trend has continued and, as such, in 2022 – 2023, NEC staff developed strategies to effectively triage occurrences, educate the public on permit requirements, encourage voluntary compliance, and determine those that need to be escalated to the MNRF Enforcement Branch. In fiscal year 2022-2023, the NEC continued to rely on the additional expertise provided to staff by a former OPS enforcement professional. As in previous years, the individual was able to take on the more complex compliance cases and supported the development of the compliance program.

To support a risk-based approach to compliance, the NEC maintains a system to document and track referrals of occurrences, follow-up inspections, investigations, and other enforcement activities and results. This information is reported annually and is used to: assess the efficiency and effectiveness of compliance operations; provide evidence in the evaluation of potential regulatory and policy changes; and, to adjust compliance operations as deemed appropriate. Statistics for 2022-2023 are shown below.

Table 3

Total files referred	13
Total files in Voluntary Compliance	17

Table 4 - Actions taken on compliance files

1) Order to Stop Work (An order to stop work was issued)	1
2) Order to Restore (A restoration order was issued)	1
3) Notice of Violation (A NOV letter was sent either instructing the landowner to submit an As-built or Voluntary Restore their property)	85
4) Requires As Built DPA (The landowner was instructed to submit an as-built outside of an NOV)	4
5) Verbal Direction to Comply (Landowner was instructed to restore their property outside an NOV.)	3
6) Education (The Landowner was Educated as to requirements to submit a permit for future work	0
7) Part 1 – Ticket	0
8) Part 1 – Summons	0
9) Part 3 (Referred to CO's)	3

Table 5- How compliance files were resolved

1) File Closed - Voluntary Compliance (The property owner voluntary restored their property without the need for a formal restoration order)	17
2) File Closed - Ordered Restoration (A restoration order was used to bring the property into compliance)	1
3) File Closed - As Built DP (An as-built DP was issued recognizing the development)	2
4) File Closed – Education (The individual was educated as to the need to apply for a permit for future projects.	0
5) File Closed - Enforcement action only, no restoration (A ticket or summons was issued, without a restoration order follow up)	1
6) File Closed - Outside DC	14
7) File Closed - False Complaint (Officers disproved allegations made by the complainant)	6

8) File Closed - Deemed exempt O.Reg 828/90	25
9) File Closed - In compliance with DP as issued (Complainant alleged work being performed outside of issued permit bounds Officers ensured work was inside bounds of DP)	4
10) File Closed - No Evidence (Officers could not find evidence to substantiate the complainants' allegations)	7

Over the past two fiscal years, the NEC's Compliance Program shifted in response to operational challenges associated with COVID-19, which included the following:

- Enhanced coordination with compliance staff in municipalities, conservation authorities and other ministries/agencies. This was necessary to optimize responsiveness, coordinate inspections and facilitate action by the most appropriate means.
- Enhanced triaging of occurrences to:
 - o focus inspections and compliance action on the highest risk situations
 - o optimize use of other compliance tools (e.g.; voluntary compliance; compliance notification letters)
 - o utilize email and telephone to engage in lower risk situations.
- Increased focus on resolving compliance issues while working from home as opposed to visiting sites. This ultimately reduced the number of hours spent travelling in a vehicle, and more time for working on compliance issues.
- Revised processes relating to requests for compliance updates, handling of new complaints, property information reports, which streamlined processes and more effectively managed public interaction.

The NEPDA provides for administrative orders and offence provisions to address non-compliance. In support of the shared delivery of functions under the compliance protocol, and by applying an Informed Judgment Matrix (see **Figure 8**), the NEC identifies the need for MNRF support at any stage of preparing for or conducting an inspection or investigation. The request for support may be simply for advice on how to proceed on a compliance-related matter, or for the assistance of a Conservation Officer in an inspection, or for a Conservation Officer to take a lead role in the inspection or investigation. The NEC, in consultation with the MNRF, evaluates issues to determine the appropriate response from the suite of options in the compliance continuum. The options include encouraging voluntary compliance, using a development permit to gain compliance, an administrative order, a warning, and/or laying of a charge.

3.6. Niagara Escarpment Biosphere Initiatives

The Niagara Escarpment was designated as a United Nations Educational, Scientific, and Cultural Organization (UNESCO) World Biosphere Reserve in 1990. This designation recognizes the Escarpment and the land in its vicinity as a working

landscape that includes representative and scientifically valuable examples of sustainable relationships between human activities and ecosystems. The Niagara Escarpment is one of only 18 biosphere reserves in Canada and is part of an international network of 727 reserves in 131 countries.

The Niagara Escarpment Biosphere (NEB) strives to be an exemplary model site of excellence in the areas of sustainable development, scientific research, Indigenous reconciliation, and biodiversity conservation. The NEB is the foundation for the Escarpment's biosphere reserve status; the NEB designation is aligned with the purpose and objectives of the NEP and the core responsibilities of the NEC. The NEC previously performed the role of central convenor for the Biosphere Reserve and this role was recently conveyed to a Transitional Leadership Committee (TLC) which was formed in 2019. Since that time, the Committee formed the Niagara Escarpment Biosphere Network, who have been working with Plenty Canada to meet UNESCO criteria and obligations. The NEC remains an active stakeholder in the NEB.

Progress has been made in a number of key areas. For example, the Niagara Escarpment Biosphere Network (NEBN) achieved incorporated not-for-profit status. The Board of Directors currently consists of members of the previous Transition Leadership Committee, and members of Plenty Canada who are assisting and advising the NEB Network in its development.

In addition to this, the NEBN continues to work towards the ultimate goal of achieving a co-management/co-leadership model with Indigenous communities. To this end, three current board members represent Indigenous groups. Research, land management, and conservation efforts will be designed from a Two-Eyed Seeing perspective.

Furthermore, representation on the Canadian Biosphere Reserves Association (CBRA) Board of Directors, and engagement in national level projects (including participation in Environment Canada funded projects) will enable capacity building, including biodiversity inventory and gap analysis, and will contribute to the identification and reporting of other effective area-based conservation measures.

It is expected that the NEC will continue to be involved in the Biosphere Program, to provide support for NEB related functions and to share information that it has accrued throughout the decades.

4. Performance Measures for 2022-2023

Performance measures promote accountability and transparency of services. They also provide evidence that is used to recalibrate program delivery, enhance customer service, and identify program modifications/needs. The NEC has established performance measures to help provide important information on the time it takes to

process applications, how access is provided to a variety of stakeholders and to what extent agency decisions are in conformity with NEP policies.

By monitoring performance, the NEC can evaluate the effectiveness of policies and quality standards and/or practices in meeting its approved performance goals. All of the following measures were met in 2020-2021. Program implementation has been further enhanced through the continuation of business process mapping and the continued implementation of the NEC's Operational Strategy.

Table 6 – Performance Measures for 2022-2023

Activity	Rationale	Performance Measure	Outcomes
Posting Memorandum of Understanding, Annual Business Plan and Annual Report	Agency and Appointments Directive (AAD) requires these documents be prepared and posted annually upon approval by the Minister of Natural Resources and Forestry. These documents set out how the legislative responsibilities of the Niagara Escarpment Commission are carried out.	Documents prepared and submitted in timely manner, per requirements of AAD and MOU. Documents posted on NEC website once approved by Minister.	Public sector transparency and accountability. Public access to information Responsible and accountable government.
Meetings of the Niagara Escarpment Commission	The NEC meetings focus on specific planning matters and to discuss policy initiatives. These regular meetings are the main vehicle for the NEC to conduct its business and implement its legislated mandate. Meetings will occur monthly, with an additional policy meeting in the spring and fall.	Agendas and reports prepared for Commission meetings are publicly available through the NEC website. Meetings are open to the public. Procedures on public participation at meetings are posted on the NEC website. Meeting minutes reviewed / approved by NEC and posted on website.	Public access to information. Public engaged in decisions. Transparency of decisions. Implementation of legislated responsibilities.

	Recognizing the advances in technology and the opportunity to provide flexibility in participation to allow for efficiencies, in May 2022 the NEC adopted a hybrid meeting approach (flexibility to attend either in person or virtually) and established hybrid meeting procedures.		
Effective decision making	The Niagara Escarpment Planning and Development Act sets out the roles/responsibilities of the NEC regarding decisions. Requires the NEC to make decisions independently and in accordance with the Niagara Escarpment Plan.	Decisions by the Commission and Director approvals are in accordance with Delegation of Authority signed by Minister of Natural Resources and Forestry and the NEC Chair.	Evidence-based and consistent decisions Effective implementation of the Niagara Escarpment Plan. Effective oversight and exercising of delegation of responsibilities.
Customer Service	OPS sets customer service standards for hours of operation and responsiveness to communications (phone, email, correspondence). NEC is required to comply with Accessibility for Ontarians legislation and policies.	NEC operations meet customer service standards related to office hours (Monday-Friday 8:30 a.m.- 5:00 p.m.). Telephone calls responded to within 24 hours. Emails and written correspondence acknowledged within 2 business days; responded to within 15 business days. Communications, including website, provided or	Responsive and effective government. Responsive and effective government. Program development and implementation results provides accessible and inclusive government.

		available in accessible formats. Accommodations considered and offered to ensure accessibility of operations.	
Information provided to public related to the Niagara Escarpment program	The NEC deals with many inquiries and information requests (e.g., NEP maps and policy information; application forms; guidance documents; publications). It is important that information be provided to the public that is clear, useful, and relevant (e.g.; application forms, relevant guidelines, status of applications, NEC contact information). The NEC will continue to modernize its website with a focus on improving customer service and making information readily available the public.	Information is readily available from the NEC's website, in person or other means (e.g., mail) and is as efficient as possible to obtain. Requests for information are responded to (or acknowledged) within 2 business days.	Public access to data and information. Responsive and effective government. Effective relationships with partners, stakeholders, and the public. Informed and engaged clients and partners. Public able to 'self serve' and obtain relevant information directly from website.
Development Permit Applications	Most of the NEC's business is conducted through processing development permit applications (approximately 700 annually). Effective operation is critical to implementation of the NEP.	New applications recorded and opened within 3 business days of receipt.	Modern, digital processes that meet client needs Elimination of low-risk applications and streamlining of less risk activities

	Processing times vary for various reasons, including application complexity, delays in obtaining agency comments, and additional information requirements. Performance measures aim to optimize efficiency of the aspect of the process that are within NEC's control.		Legislative requirements met.
Niagara Escarpment Plan Amendments	NEP Amendments are more substantive and follow a more complex process than Development Permits. Processing times vary depending on the complexity of the application, whether enough information is provided, whether a hearing is required and timelines for Minister decision. Performance measures aim to optimize efficiency of the aspect of the process that are within NEC's control.	NEC staff follow NEPDA requirements for processing Plan Amendments. Applicants provided with information regarding the status of the Amendment application. Amendments posted on the NEC's website, including their status.	Effective and efficient processes and decision making. Public has high level of awareness of status of their application(s). Legislative requirements met.
Review of Applications under Planning Act	Decisions by municipalities under the Planning Act are required to conform to the NEP. The NEC is circulated a range of proposals and applications (e.g., official plans and amendments; zoning bylaws; consent applications; minor variances).	NEC comments provided to municipalities within due date (usually 30-60 days). Municipalities have access to information on NEP policies, designations, and development control.	Municipalities are aware of implications of decisions on the NEP. Municipalities are supported and are partners in implementation of the NEP.

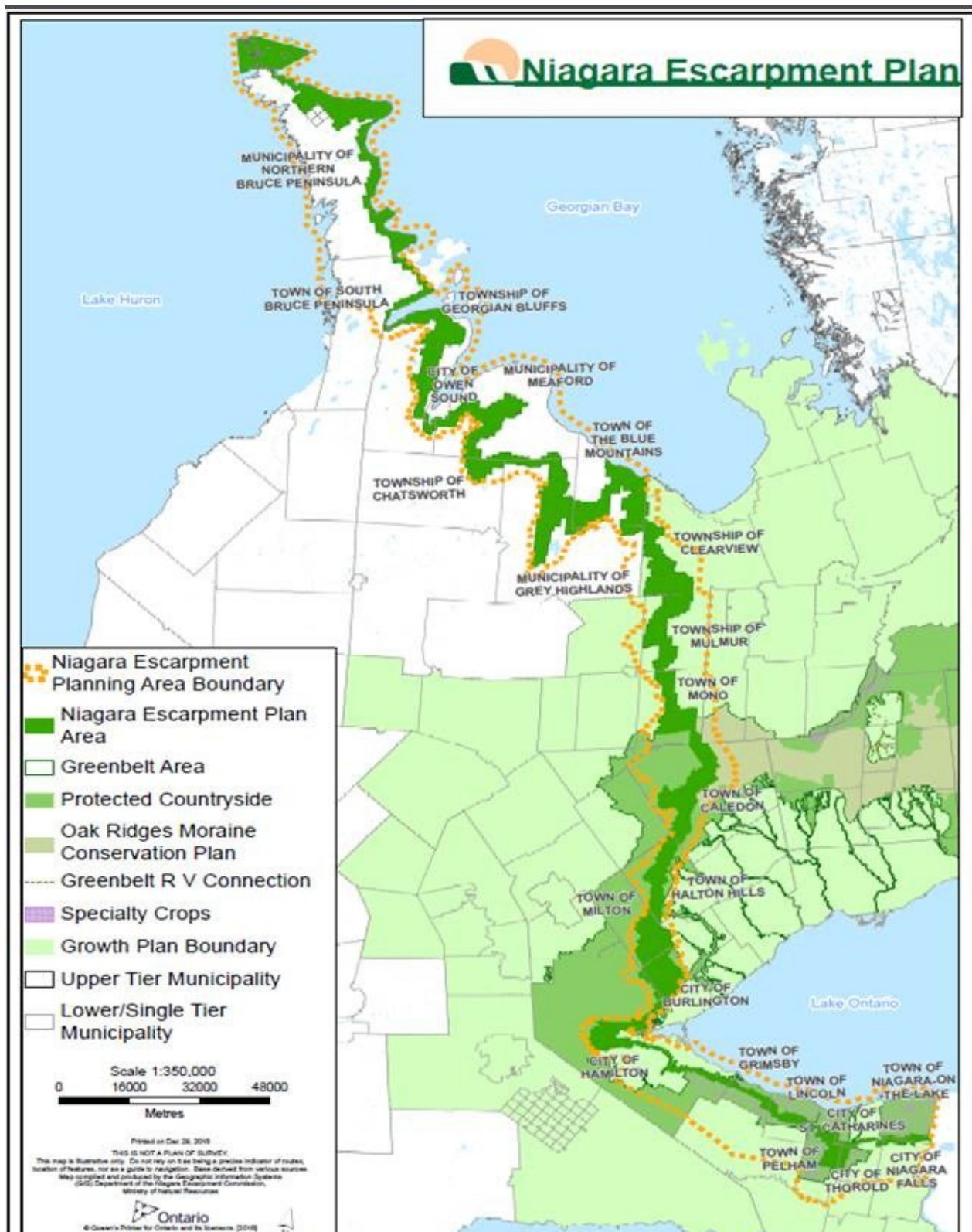
	NEC plays important role in ensuring alignment with the NEP, and to support municipalities in their planning functions.		High level of awareness of NEP implementation.
Management of Compliance Issues	Compliance monitoring is a critical aspect of NEP implementation - to uphold implementation of Development Control, ensure compatible development and mitigate environmental damage. The Compliance Program uses a risk evaluation approach to triage and prioritize compliance activities through completion of an occurrence report for each situation.	Compliance matters responded to within 48 hours (i.e., call back; site visit; occurrence report).	High quality customer service NEP and Development Control process effectively implemented Environmental impacts avoided or remedied

Appendix 1: Niagara Escarpment Commission Order in Council Appointments

Niagara Escarpment Commission Members (As of March 31, 2023)

Commissioner	Municipal	Region/County/City	Term Expires
Laurie Golden	Municipal	Bruce County	December 31, 2026
Vacant	Municipal	Grey County	December 31, 2022
Vacant	Municipal	Simcoe County	December 31, 2022
Vacant	Municipal	Dufferin County	December 31, 2022
Vacant	Municipal	Peel Region	December 31, 2022
Gordon Krantz	Municipal	Halton Region	December 31, 2026
Vacant	Municipal	City of Hamilton	December 31, 2022
Albert Witteveen	Municipal	Niagara Region	December 31, 2026
Public-at-large			
Rob Nicholson (Chair)	Public at Large	N/A	March 11, 2023
Michael Curley	Public at Large	N/A	October 31, 2024
Gordon Driedger	Public at Large	N/A	April 23, 2025
Ron Gibson	Public at Large	N/A	July 1, 2025
David Hutcheon	Public at Large	N/A	April 23, 2025
Ken Lucyshyn	Public at Large	N/A	April 23, 2025
Bruce Mackenzie	Public at Large	N/A	April 8, 2023
Duncan McKinlay	Public at Large	N/A	November 30 2025
Jennifer Vida	Public at Large	N/A	January 13, 2026

Appendix 2: Map of the Niagara Escarpment Plan Area



Appendix 3: Municipalities in the NEP Area

NIAGARA REGION

(Seven local municipalities)

Town of Grimsby

Town of Lincoln

City of Niagara Falls

Town of Niagara-On-The-Lake

Town of Pelham

City of St. Catharines

City of Thorold

CITY OF HAMILTON

HALTON REGION

(Three local municipalities)

City of Burlington

Town of Halton Hills

Town of Milton

REGION OF PEEL

(One local municipality)

Town of Caledon

COUNTY OF GREY

(Six local municipalities)

City of Owen Sound

Municipality of Medford

Township of Georgian Bluffs

Municipality of Grey Highlands

Township of Chatsworth

Town of The Blue Mountains

COUNTY OF SIMCOE

(One local municipality)

Township of Clearview

COUNTY OF DUFFERIN

(Two local municipalities)

Town of Mono

Township of Mulmur

BRUCE COUNTY

(Two local municipalities)

Town of South Bruce Peninsula

Municipality of Northern Bruce Peninsula

Appendix 4: Per Diems of NEC Commissioners

COMMISSIONERS' PER DIEMS 2022-23 as of March 31, 2023															
Commissioner	04/21/2022	05/18/2022	05/19/2022	06/16/2022	07/21/2022	08/18/2022	09/15/2022	10/20/2022	11/16/2022	11/17/2022	December 2022	01/19/2023	02/16/2023	03/09/2023	TOTALS
		Policy meeting cancelled	1/2 day meeting	meeting cancelled		meeting cancelled					No December Meeting	1/2 day meeting	meeting cancelled	meeting re-scheduled	
Municipal															
Laurie Golden	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$0.00	\$0.00	\$708.00	\$5,428.00
Barry Burton	\$0.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$0.00	\$0.00	\$0.00	Re-appointed on Mar. 2, 2023
Paul McQueen	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$0.00	\$0.00	\$0.00	Term ended Dec. 31, 2022
Janet Horner	\$0.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$0.00	\$0.00	\$0.00	Term ended Dec. 31, 2022
Johanna Downey	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$0.00	\$0.00	\$0.00	Term ended Dec. 31, 2022
Gord Krantz	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$0.00	\$0.00	\$0.00	Re-appointed on March 2, 2023
Brad Clark	\$708.00	\$0.00	\$472.00	\$0.00	\$236.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$0.00	\$0.00	\$0.00	Term ended Dec. 31, 2022
Albert Witteveen	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$0.00	\$0.00	\$0.00	Re-appointed on Mar. 2, 2023
Public-at-Large															
Michael Curley	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$472.00	\$0.00	\$0.00	\$5,192.00
Gord Driedger	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$0.00	\$708.00	\$708.00	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$5,192.00
Ron Gibson	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$5,900.00
David Hutcheon	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$5,900.00
Ken Lushyn	\$0.00	\$0.00	\$0.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$4,720.00
Bruce Mackenzie	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$5,900.00
Duncan McKinley	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$0.00	\$708.00	\$0.00	\$0.00	\$0.00	\$472.00	\$0.00	\$708.00	Re-appointed Dec. 1, 2022
Jennifer Vida	\$708.00	\$0.00	\$472.00	\$0.00	\$708.00	\$0.00	\$708.00	\$708.00	\$708.00	\$708.00	\$0.00	\$472.00	\$0.00	\$0.00	\$3,068.00
Chair Rob Nicholson	\$1,488.00	\$0.00	\$1,116.00	\$0.00	\$1,488.00	\$0.00	\$1,488.00	\$1,488.00	\$1,116.00	\$1,116.00	\$0.00	\$1,488.00	\$0.00	\$1,488.00	\$5,192.00
TOTALS	\$10,692.00	\$0.00	\$8,196.00	\$0.00	\$12,344.00	\$0.00	\$11,400.00	\$12,108.00	\$11,736.00	\$11,736.00	\$0.00	\$5,264.00	\$0.00	\$7,860.00	\$91,336.00
Commissioners	\$472/day														
Chair	\$744/day														
Commissioners are generally paid a full day to attend the meeting and 1/2 day to review the materials															