

2025 Draft Budget



Otonabee
CONSERVATION



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1.0 Overview

In many ways, 2024 was a successful year for Otonabee Conservation. The Authority met all of the provincial directives including O'Reg. 686/21, O' Reg.402/22 and O'Reg. 41/24, the Authority met and exceeded in most cases the established permitting timelines, and ensured our monitoring programs were carried out effectively. We successfully operated 3 campgrounds. The Authority also worked collaboratively with numerous partners to deliver all Category 3 programs and services. Finally, the Otonabee Conservation Board approved a new Strategic Plan 2024-2027 which was developed in-house with the overarching theme of the importance of water in our ecosystem.

Despite all of those achievements, the Authority is forecasting to end 2024 in a deficit.

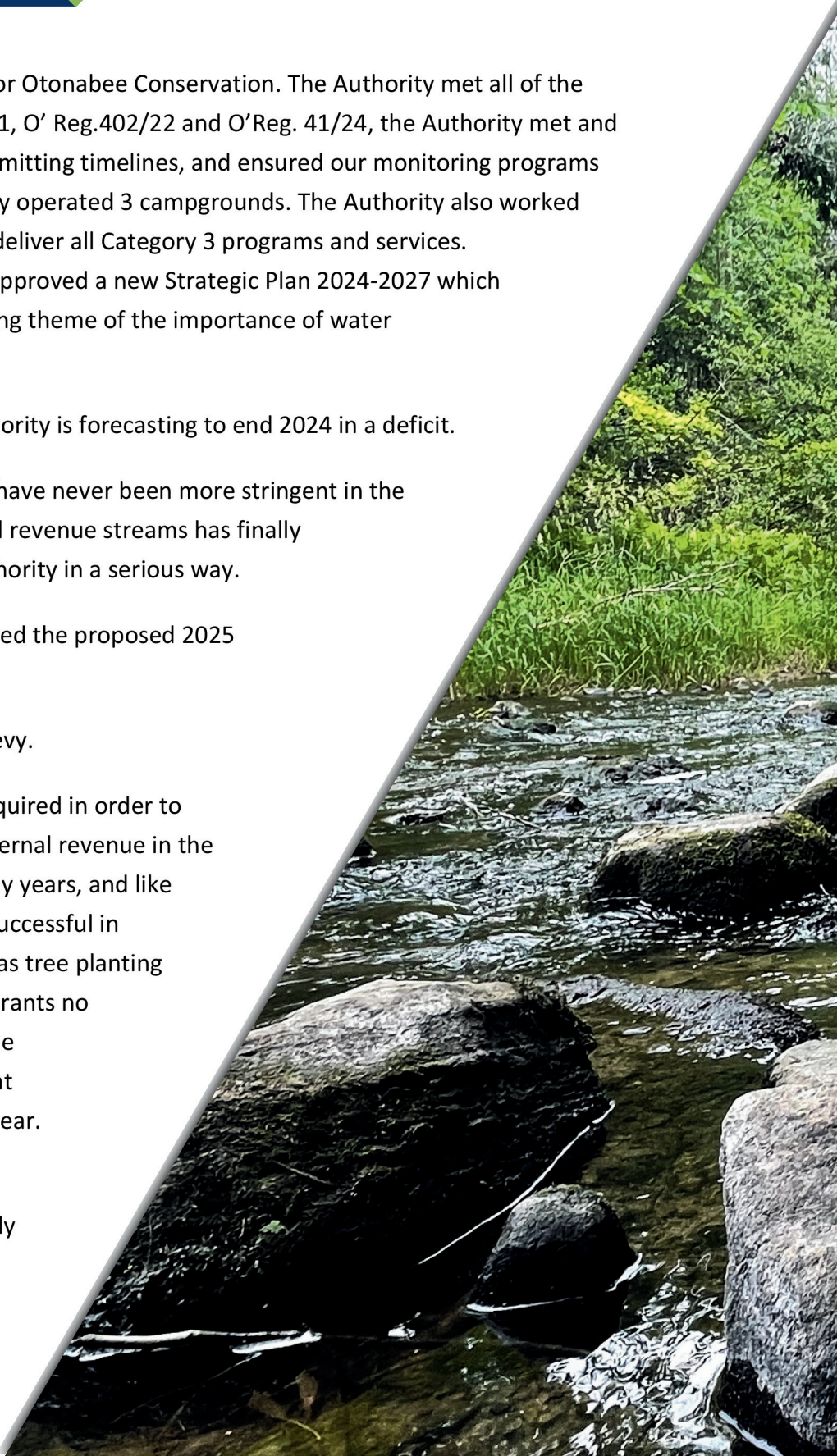
Fiscal management and financial oversight have never been more stringent in the organization. However, the loss of historical revenue streams has finally challenged the financial position of the Authority in a serious way.

With that context, the Authority has prepared the proposed 2025 operating budget and apportionment.

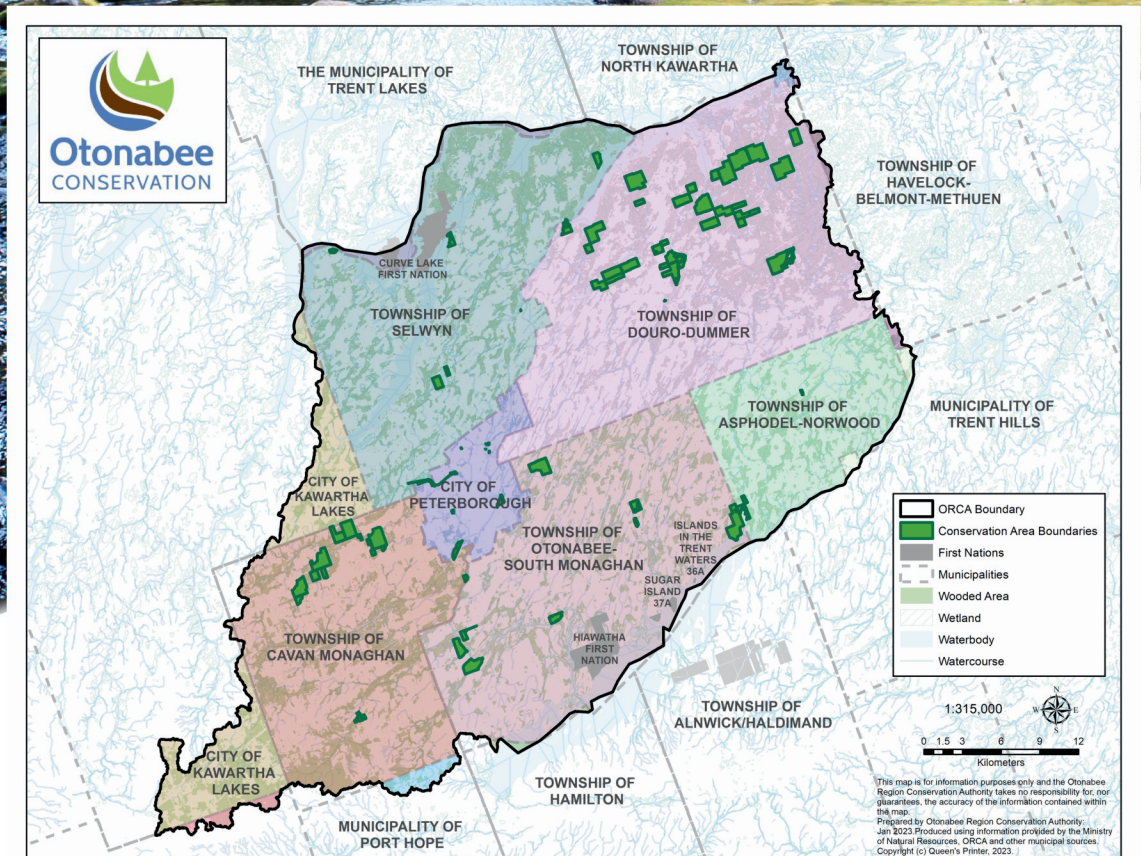
There is no proposed 2025 capital budget levy.

An increase in the proposed 2025 levy is required in order to "right size" the Grants and Partnerships external revenue in the Watershed Management Program. For many years, and like many other nonprofits, the Authority was successful in obtaining grants to support programs such as tree planting and educational programs. These types of grants no longer exist and, without a change, it has the potential to put the Authority at a significant financial risk by carrying deficits year over year.

This is a reasonable operating budget and, in the Authority's context, it responsibly identifies the financial resources required to deliver the Authority's programs and services.



Otonabee Conservation



2024 Board of Directors

Watershed Municipalities

Municipality of Trent Hills
City of Peterborough
Township of Cavan Monaghan
Selwyn Township
Township of Douro-Dummer
City of Kawartha Lakes
Township of Otonabee- South Monaghan
Township of Aspodel-Norwood

Municipality of Trent Hills - Michael Metcalf (Chair)
City of Peterborough - Kevin Duguay (Vice Chair)
City of Peterborough - Don Vassiliadis
City of Peterborough - Gary Baldwin
Township of Cavan Monaghan - Ryan Huntley
Selwyn Township - Ron Black
Selwyn Township - John Boyko
Township of Douro-Dummer - Adam Vervoort
City of Kawartha Lakes - Ron Ashmore
Township of Otonabee- South Monaghan - Joe Taylor
Township of Aspodel-Norwood - Patrick Wilford



Otonabee Conservation

Our Vision

As guardians of our local water and natural environment, we promote resiliency to change, foster community stewardship, and provide outdoor recreational opportunities to support healthy living.

Our Mission

- **Protect people and property** through informed decisions and actions, information sharing, and facilitating solutions-based outcomes.
- **Foster and encourage stewardship** of the natural resources people rely on by learning from and working with our watershed community.
- **Protect and manage conservation lands, trails, services** for public enjoyment and to promote activity that contributes to healthy living.

Our Values

- **People First** - residents, businesses, clients, and staff are valued & listened to with an open mind.
- **Professionalism** – our actions are reliable, consistent and trustworthy.
- **Collaborative** – solutions-based teamwork is a keystone of our success.
- **Continuous Improvement** – we strive to do our utmost & seek out opportunities to progress.
- **Fiscally responsible** – being accountable and transparent in all we do.

The Otonabee Conservation Authority has 4 program and services areas:

- Natural Hazard Protection Program
- Conservation Lands Program
- Watershed Management Program
- General Operating

The program areas are reported in accordance with the categorization as required by Regulation 687/21.



Conservation Authorities Act (CA Act) Regulations

Otonabee Conservation's Programs and Inventory was approved on June 2022 to meet the regulations:

- Ontario Regulation 686/21: Mandatory Programs and Services
- Ontario Regulation 687/21: Transition Plans and Agreements for Programs and Services

The programs of Otonabee Conservation are classified into 4 areas.

In 2023, the budget format was revised to align the program areas into Categories 1, 2 and 3 as directed by Ontario Regulation 402/21.

Categorization of Programs and Services as per Regulation 687/21

Category 1. Mandatory programs and services defined in regulations where municipal levy can be applied.

Category 2. Municipal programs and services at the request of a municipality.

Category 3. Other programs and services an Authority determines important and can use municipal levy if required through an agreement with participating municipalities.

Proposed 2025 Budget Summary

The Otonabee Region Conservation Authority Draft 2025 Budget Summary

| Program Area | Category | Expenses | Revenue | | | | | | | | | | | | | | | | Total Revenue | |
|--|-------------------|------------------|------------------|---------------|----------------|---------------|----------|----------------|---|----------------|----------------|----------|----------------|---------------|----------------|----------------|---------------|----------------|---------------|------------------|
| | | | Category 1 | | | | | | Category 2 - Municipally Requested Agreements | | | | | Category 3 | | | | | | |
| | | | Apportionment | Reserves | Fees | Donations | Grants | Self Generated | Reserves | Fees | Donations | Grants | Self Generated | Apportionment | Fees | Donations | Grants | Self Generated | | Reserves |
| Natural Hazards Operations | | | | | | | | | | | | | | | | | | | | |
| Plan Review & Permitting Services | 1 | 683,622 | 280,873 | | 390,000 | | | 12,749 | | - | | | | | | | - | - | - | 683,622 |
| Natural Hazards Mapping | 1 | 112,512 | 112,512 | | | | | | | - | | | | | | | - | - | - | 112,512 |
| Flood & Drought Monitoring | 1 | 140,788 | 78,288 | | | | | 62,500 | | - | | | | | | | - | - | - | 140,788 |
| Dam Operations | 1 | 80,735 | 55,733 | | | | | 25,000 | | - | | | | | | | - | - | - | 80,733 |
| Subtotal | | 1,017,655 | 527,406 | - | 390,000 | - | - | 100,249 | - | - | - | - | - | - | - | - | - | - | - | 1,017,655 |
| Conservation Lands Program | | | | | | | | | | | | | | | | | | | | |
| Conservation Lands - Protection & Recreation | 1 | 204,486 | 161,686 | 28,000 | 10,000 | | | 2,500 | 2,300 | - | | | | | | | - | - | - | 204,486 |
| Campground Services (WCA) | 1 | 263,192 | 17,600 | | 175,000 | | | - | 24,000 | - | | | | | | | - | - | - | 216,600 |
| Campground Services (BEA) | 2 | 302,408 | - | | | | | | | - | | | | | 325,000 | | - | - | 24,000 | 349,000 |
| Campground Services (LAK) | 2 | 387,805 | - | | | | | | | 8,000 | 375,000 | | 17,000 | | - | | - | - | - | 400,000 |
| Subtotal | | 1,157,891 | 179,286 | 28,000 | 185,000 | - | - | 2,500 | 26,300 | 8,000 | 375,000 | - | 17,000 | - | 325,000 | - | - | 24,000 | - | 1,170,086 |
| Watershed Management Program | | | | | | | | | | | | | | | | | | | | |
| Source Protection Authority | 1 | 84,789 | 3,289 | | | | | | | 15,500 | | | 66,000 | | | | - | - | - | 84,789 |
| Provincial Water Monitoring | 1 | 37,309 | 37,309 | | | | | | | - | | | | | | | - | - | - | 37,309 |
| Risk Management Official/Inspector | 2 | 105,456 | - | | | | | | | 110,000 | | | | | | | - | - | - | 110,000 |
| Post Development Monitoring | 2 | 39,802 | - | | | | | | | 50,000 | | | | | | | - | - | - | 50,000 |
| Local Water Monitoring | 3 | 29,682 | | | | | | | | - | | | | 29,682 | | | - | - | - | 29,682 |
| Environment Stewardship Programs | 3 | 139,460 | | | | | | | | - | | | | 16,489 | | 20,000 | 30,000 | 39,590 | - | 106,079 |
| Subtotal | | 436,497 | 40,598 | - | - | - | - | - | - | 175,500 | - | - | 66,000 | - | 46,171 | - | 20,000 | 30,000 | 39,590 | 417,859 |
| Corporate Services | | | | | | | | | | | | | | | | | | | | |
| Board Governance | General Operating | 42,500 | 42,500 | | | | | | | - | | | | | | | - | - | - | 42,500 |
| Administration | General Operating | 716,312 | 682,796 | | | 20,000 | | | 20,000 | - | | | | | | | - | - | - | 722,796 |
| Communications | General Operating | 19,000 | 19,000 | | | | | | | - | | | | | | | - | - | - | 19,000 |
| Subtotal | | 777,812 | 744,296 | - | - | 20,000 | - | - | 20,000 | - | - | - | - | - | - | - | - | - | - | 784,296 |
| Total | | 3,389,856 | 1,491,586 | 28,000 | 575,000 | 20,000 | - | 102,749 | 46,300 | 183,500 | 375,000 | - | 66,000 | 17,000 | 46,171 | 325,000 | 20,000 | 30,000 | 63,590 | 3,389,896 |
| Total revenue | | 3,389,896 | | | | | | | | | | | | | | | | | | |
| 2025 Total Apportionment | | 1,537,757 | | | | | | | | | | | | | | | | | | |
| 2025 Increase in dollars | | 110,439 | | | | | | | | | | | | | | | | | | |
| 2025 Increase percentage | | 7.74% | | | | | | | | | | | | | | | | | | |
| 2024 Apportionment | | 1,427,318 | | | | | | | | | | | | | | | | | | |

Year Over Year Summary

| Year Over Year Summary | | | |
|---------------------------------------|------------------|------------------|------------------|
| REVENUE | Actual | Budget | |
| | 2023 | 2024 | 2025 |
| APPORTIONMENT - OPERATING - mandatory | 1,277,602 | 1,427,318 | 1,537,757 |
| Fees | 1,315,331 | 1,275,000 | 1,260,000 |
| Grants | 254,100 | 196,249 | 198,749 |
| Donations | 16,000 | 20,000 | 40,000 |
| Self-generated revenue | 274,834 | 167,200 | 126,890 |
| Reserves | - | 20,000 | 28,000 |
| Agreements | 3,218,911 | 170,000 | 183,500 |
| Other | - | - | - |
| Total Revenue | 3,459,758 | 3,275,767 | 3,374,896 |
| EXPENSES | | | |
| Salaries & Benefits | 2,033,420 | 2,252,319 | 2,364,970 |
| Advertising | 2,350 | 8,500 | 8,500 |
| Awards & Scholarships | 4,793 | 3,300 | - |
| Board Governance | 39,739 | 44,250 | 43,500 |
| Equipment | 11,348 | 11,500 | 14,700 |
| Information Technology | 75,782 | 89,660 | 87,116 |
| Insurance | 110,777 | 113,800 | 123,025 |
| Interest & Finance charges | 38,644 | 43,250 | 43,850 |
| Licence Fees | 179,581 | 114,211 | 114,025 |
| Maintenance & Services | 264,465 | 132,250 | 127,990 |
| Purchases for resale | 41,442 | 41,500 | 41,500 |
| Office expenses | 21,739 | 27,600 | 21,400 |
| Professional Development | 6,877 | 23,000 | 18,250 |
| Professional Services | 129,617 | 147,300 | 152,420 |
| Project related expenses | 108,325 | 54,876 | 54,500 |
| Property Taxes | - | 21,200 | 21,200 |
| Travel & Staff Expenses | 24,695 | 24,950 | 22,700 |
| Utilities | 98,334 | 97,400 | 89,250 |
| Vehicle Pool | 26,011 | 25,000 | 26,000 |
| Total Expenses | 3,217,939 | 3,275,866 | 3,374,896 |

1.1 Operating Budget

Overview of 2025 Operating Budget

It was challenging preparing the proposed 2025 operating budget while at the same time understanding the projected 2024 deficit.

Otonabee Conservation is cognizant of the economic climate and financial pressures our member municipalities and watershed residents face.

At the same time, it would be fiscally unsustainable of the Authority to budget for external revenues that are no longer available.

The total proposed 2025 operating budget is \$3,374,896 which includes an apportionment of \$1,537,757.

The proposed operating budget includes:

- Decrease in operating expenses of \$13,621
- 2% cost of living increase related to salaries
- 2% increase in fees to keep pace and avoid spikes in the future

The proposed 2025 apportionment:

- A total apportionment of 7.74% increase which represents an increase of \$110,439
- 3% apportionment for Category 3 represents \$46,171 (included in the above figure)

Key objectives in the proposed budget are to reduce financial risk, safeguard programs and services and associated service levels. Changes are being proposed to better guide the Authority, ensure a more effective management of resources, promote transparency and accountability and build long-term financial sustainability.



2.0 Natural Hazard Protection Program

2.1 Plan Review and Permitting Services



Deliver the Authority's permitting responsibilities, ensuring compliance to Ontario Regulation 167/06 and related policies, timely customer service and appropriate enforcement action meet the Authority's delegated responsibility to represent the provincial interest in natural hazards through timely engagement with member municipalities in the review of applications under the *Planning Act*.

2.1.1 Natural Hazards Mapping



Acquire and manage information about natural hazard areas. These objectives align with the provincially mandated program and services regulation. In the past the Authority has undertaken flood plain mapping on a project basis. The provincially mandated program and service regulations directs conservation authorities to undertake studies to delineate and map hazard areas and to develop plans and policies to guide appropriate management and use of hazard lands.

2.1.2 Natural Hazards Operations



Operate a flood forecasting and warning system to ensure residents and municipalities are aware of potential flood related events in a timely manner, and during storm events support municipally led emergency response. Monitor watershed conditions to detect low water conditions and support the Low Water Response Team to respond to low water events. Deliver water safety and natural hazard related education programs. Operate and maintain water and ice control structures and public safety measures are in place.

Natural Hazards Protection Program

| Natural Hazards Protection Program | | | |
|------------------------------------|------------------|------------------|------------------|
| REVENUE | Actual | Budget | |
| | 2023 | 2024 | 2025 |
| APPORTIONMENT - OPERATING | 453,432 | 533,969 | 527,406 |
| Fees | 335,266 | 390,000 | 390,000 |
| Grants | 158,340 | 100,249 | 100,249 |
| Donations | | - | - |
| Self-generated revenue | 5,044 | - | - |
| Reserves | - | - | - |
| Agreements | 148,076 | - | - |
| Other | | - | - |
| Total Revenue | 1,100,158 | 1,024,218 | 1,017,655 |
| EXPENSES | | | |
| Salaries & benefits | 748,002 | 844,108 | 856,830 |
| Advertising | - | - | - |
| Awards & scholarships | 100 | - | - |
| Board Governance | - | - | - |
| Equipment | 1,271 | - | - |
| Information technology | 13,890 | 20,760 | 16,600 |
| Insurance | 40,301 | 40,300 | 32,305 |
| Interest & finance charges | 7,584 | 7,500 | 7,500 |
| Licence fees | 253 | 500 | - |
| Maintenance & services | 7,069 | 13,250 | 14,250 |
| Purchases for resale | | - | - |
| Office expenses | 6,782 | 3,600 | 2,850 |
| Professional development | 627 | 6,250 | 4,000 |
| Professional services | 42,420 | 75,000 | 72,120 |
| Project related expenses | 87,585 | - | - |
| Property taxes | | - | - |
| Travel & staff expenses | 8,073 | 4,450 | 4,600 |
| Utilities | 7,409 | 6,500 | 6,600 |
| | - | | - |
| Total Expenses | 971,366 | 1,022,218 | 1,017,655 |

2.2 Conservation Lands Program

2.2.1 Conservation Lands Management

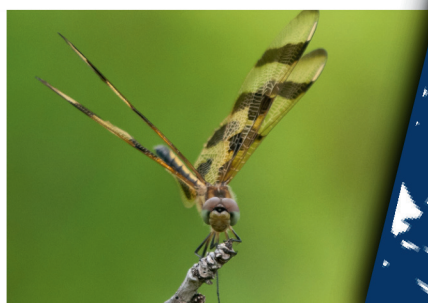
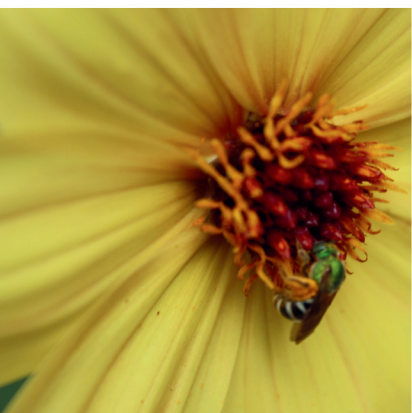
Manage and maintain land owned by the Authority for natural heritage protection. Undertake resource development (i.e., forest management) on land owned by the Authority.

Undertake land management activities on lands owned by the Authority for recreation purposes.

2.2.2 Beavermead, Warsaw and Lakefield Campgrounds

Operate 3 campgrounds for day use, group, public and seasonal camping. Includes canoe rentals and retail sales (i.e. ice, firewood, etc.).

- The objective for operating Beavermead and Lakefield campgrounds aligns with municipal non-mandatory programs and services.



Conservation Lands Program

| Conservation Lands Program | | | |
|----------------------------------|------------------|------------------|------------------|
| REVENUE | Actual | Budget | |
| | 2023 | 2024 | 2025 |
| APPORTIONMENT - OPERATING | 125,000 | 96,673 | 179,286 |
| Fees | 980,065 | 885,000 | 870,000 |
| Grants | 6,750 | - | 2,500 |
| Donations | | - | |
| Self-generated revenue | 206,243 | 57,200 | 67,300 |
| Reserves | | 20,000 | 28,000 |
| Agreements | | - | 8,000 |
| Other | - | - | |
| Total Revenue | 1,318,058 | 1,058,873 | 1,155,086 |
| EXPENSES | | | |
| Salaries & benefits | 560,913 | 645,762 | 733,296 |
| Advertising | 1,650 | 6,000 | 6,000 |
| Awards & scholarships | 300 | - | - |
| Board Governance | - | - | |
| Equipment | 4,845 | 4,000 | 7,200 |
| Information technology | 3,955 | 2,500 | 500 |
| Insurance | 35,459 | 35,500 | 52,720 |
| Interest & finance charges | 24,296 | 34,000 | 34,500 |
| Licence fees | 176,562 | 112,211 | 112,525 |
| Maintenance & services | 199,514 | 74,500 | 70,540 |
| Purchases for resale | 21,278 | 21,500 | 21,500 |
| Office expenses | 9,247 | 6,000 | 4,050 |
| Professional development | 3,230 | 4,500 | 2,500 |
| Professional services | 2,309 | - | |
| Project related expenses | 3,553 | 5,000 | 5,000 |
| Property taxes | - | 20,000 | 20,000 |
| Travel & staff expenses | 6,620 | 12,500 | 11,600 |
| Utilities | 70,837 | 75,000 | 61,000 |
| | - | - | - |
| Total Expenses | 1,129,568 | 1,058,973 | 1,142,931 |

2.3 Watershed Management Program

2.3.1 Drinking Water Source Protection

Implement the policies of the Trent Source Protection Plan and meet the requirements of the *Clean Water Act* for those obligations that have been assigned to Otonabee Conservation for implementation.

Support municipalities in the Otonabee-Peterborough Source Protection Authority to implement the policies of the Trent Source Protection Plan and meet the requirements of the *Clean Water Act*.

Provide Risk Management Office function and education and outreach services aligns with municipal mandatory programs and services.

2.3.2 Natural Hazards & Monitoring

Fulfill the Authority's obligations in its Partnership Agreements with member municipalities to provide technical review and expertise on natural hazards matters which assist the municipality in making environmentally sound decisions on *Planning Act* applications.

At the request of member municipalities, undertake post-development monitoring programs, other research and technical studies.
Implement provincial water quality & groundwater quantity monitoring programs.

2.3.3 Land Stewardship & Conservation Education

Foster awareness of the watershed environment and watershed health.
Support landowners to undertake land restoration and stewardship activities on their lands that enhances the natural environment. Support environmental education through a variety of experiential learning opportunities.
Support landowners to undertake land restoration and stewardship activities on their lands that enhances the natural environment.

Objectives for education and stewardship services align with Category 3 programs and services.



Watershed Management Program

| Watershed Management Program | | | |
|----------------------------------|----------------|----------------|----------------|
| REVENUE | Actual | Budget | |
| | | 2023 | 2024 |
| APPORTIONMENT - OPERATING | 67,500 | 66,102 | 86,769 |
| Fees | 0 | 0 | 0 |
| Grants | 89,010 | 96,000 | 96,000 |
| Donations | 16,000 | 20,000 | 20,000 |
| Self-generated revenue | 26,731 | 80,000 | 39,590 |
| Reserves | 0 | 0 | 0 |
| Agreements | 173,815 | 170,000 | 175,500 |
| Other | 0 | 0 | 0 |
| Total Revenue | 373,056 | 432,102 | 417,859 |
| EXPENSES | | | |
| Salaries & Benefits | 296,012 | 324,485 | 334,847 |
| Advertising | 459 | 505 | 500 |
| Awards & Scholarships | 500 | 0 | 0 |
| Board Governance | 585 | 1,000 | 1,000 |
| Equipment | 0 | 0 | 0 |
| Information Technology | 1,750 | 1,500 | 1,500 |
| Insurance | 12,699 | 13,000 | 13,000 |
| Interest & Finance charges | 664 | 750 | 750 |
| License Fees | 0 | 0 | 0 |
| Maintenance & Services | 1,186 | 4,500 | 3,200 |
| Purchases for resale | 20,164 | 20,000 | 20,000 |
| Office expenses | 14 | 5,500 | 5,500 |
| Professional Development | 803 | 1,500 | 1,250 |
| Professional Services | 175 | 3,300 | 3,300 |
| Project related expenses | 17,187 | 48,500 | 48,000 |
| Property Taxes | 0 | 0 | 0 |
| Travel & Staff Expenses | 6,549 | 3,000 | 2,000 |
| Utilities | 1,072 | 900 | 1,650 |
| | 0 | 0 | 0 |
| Total Expenses | 359,819 | 428,436 | 436,497 |

2.4 General Operating

Support the Board of Directors in exercising its governance responsibilities and meeting its legislated responsibilities.
 Provide administrative and support services for the efficient and effective operation of the Authority.
 Provide communications & marketing services.

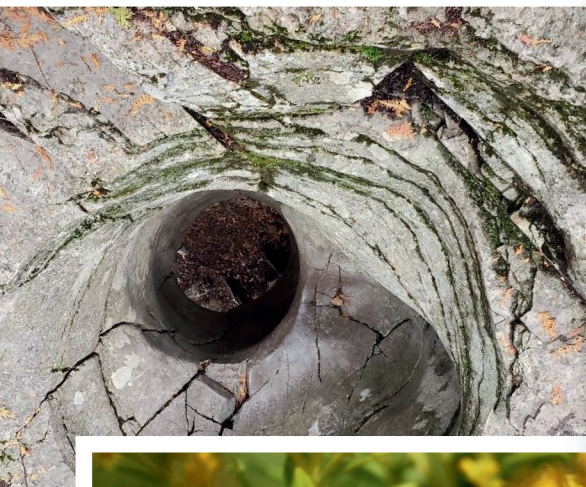
| General Operating | | | |
|--|----------------|----------------|----------------|
| REVENUE | Actual | Budget | |
| | 2023 | 2024 | 2025 |
| APPORTIONMENT - OPERATING - mandatory | 631,670 | 730,574 | 744,296 |
| Fees | - | - | |
| Grants | - | | |
| Donations | - | - | 20,000 |
| Self-generated revenue | 36,816 | 30,000 | 20,000 |
| Reserves | - | - | |
| Agreements | - | - | |
| Other | - | - | |
| Total Revenue | 668,486 | 760,574 | 784,296 |
| EXPENSES | | | |
| Salaries & Benefits | 4 28,493 | 4 37,964 | 439,996 |
| Advertising | 241 | 2,000 | 2,000 |
| Awards & Scholarships | 3,893 | 3,300 | - |
| Board Governance | 39,154 | 43,250 | 42,500 |
| Equipment | 5,232 | 7,500 | 7,500 |
| Information Technology | 56,187 | 64,900 | 68,516 |
| Insurance | 22,318 | 25,000 | 25,000 |
| Interest & Finance charges | 1,100 | 1,000 | 1,100 |
| Licence Fees | 2,766 | 1,500 | 1,500 |
| Maintainence & Services | 56,696 | 40,000 | 40,000 |
| Purchases for resale | - | - | - |
| Office expenses | 5,696 | 12,500 | 9,000 |
| Professional Development | 2,217 | 10,750 | 10,500 |
| Professional Services | 84,713 | 69,000 | 77,000 |
| Project related expenses | - | 1,376 | 1,500 |
| Property Taxes | - | 1,200 | 1,200 |
| Travel & Staff Expenses | 3,453 | 5,000 | 4,500 |
| Utilities | 19,016 | 15,000 | 20,000 |
| Vehicle Pool | 26,011 | 25,000 | 26,000 |
| Total Expenses | 757,186 | 766,240 | 777,812 |

3.0 Proposed 2025 Municipal Apportionment

Otonabee Conservation's Board of Directors considers and approves an operating budget in accordance to legislation. Funding for the proposed expenditures comes from a variety of sources including a municipal levy.

The levies are apportioned to member municipalities based on the ratio that each participating municipality's modified assessment bears to the total Authority's modified assessment. The modified assessment values are provided annually by the Ministry of the Environment, Conservation and Parks.

The following table provides detailed information on how the levy is apportioned to the member municipalities.



3.0 Proposed 2025 Municipal Apportionment

| 2025 Municipal Apportionment | | | | | 2024 Municipal Apportionment |
|------------------------------|------------------------------------|------------------------------|-----------------------------|----------------------------------|------------------------------|
| Municipality | Modified CVA Based Apportionment % | Category 1 - Operating (97%) | Category 3 - Operating (3%) | Proposed Operating Apportionment | Total |
| Asphodel-Norwood | 2.776 | \$41,412 | \$1,281 | \$42,693 | \$38,081 |
| Cavan-Monaghan | 7.343 | \$109,533 | \$3,388 | \$112,921 | \$105,092 |
| City of Kawartha Lakes | 0.673 | \$10,041 | \$311 | \$10,352 | \$9,586 |
| City of Peterborough | 58.524 | \$872,954 | \$26,999 | \$899,953 | \$836,622 |
| Douro-Dummer | 7.558 | \$112,734 | \$3,487 | \$116,221 | \$108,030 |
| Otonabee-South Monaghan | 5.697 | \$84,982 | \$2,628 | \$87,611 | \$80,280 |
| Selwyn | 17.401 | \$259,562 | \$8,028 | \$267,590 | \$249,237 |
| Trent Hills | 0.027 | \$405 | \$13 | \$417 | \$390 |
| TOTAL | 100.00 | \$1,491,624 | \$46,133 | \$1,537,757 | \$1,427,318 |

Appendix A | Program and Service Descriptions and Performance Objectives

NATURAL HAZARD PROTECTION PROGRAM - PLAN REVIEW & PERMITTING SERVICES

| Description of Activities | Category | 2025 Performance Objectives |
|--|----------|---|
| <p>Deliver the Authority’s permitting responsibilities, ensuring compliance with provincial regulations and related policies, timely customer service and appropriate enforcement action</p> <p>Meet the Authority’s delegated responsibility to represent the provincial interest in natural hazards through timely engagement with member municipalities in the review of applications under the <i>Planning Act</i></p> | 1 | Receive, review and issue permits while achieving service standards timelines |
| | | Receive, review and comment on <i>Planning Act</i> applications for natural hazard matters while achieving service standard timelines |
| | | Receive, review and comment on studies submitted under the <i>Environmental Assessment Act</i> |
| | | Respond to legal inquiries |
| | | Undertake a review of the Planning and Permitting Fee Structure (NEW) |

NATURAL HAZARD PROTECTION PROGRAM - NATURAL HAZARDS MAPPING

| Description of Activities | Category | 2025 Performance Objectives |
|--|----------|--|
| Acquire and manage information about natural hazards | 1 | Implement Floodplain Mapping Implementation Plan for 2024 |
| | | Undertake communication initiatives to inform stakeholders of new mapping, work with municipalities to have the mapping adopted in official plans. Obtain Board approval to incorporate the new mapping in the Authority's permitting activities |
| | | Annually update regulate areas mapping associated with natural hazards as per requirements O.Reg. 41/24 |

NATURAL HAZARD PROTECTION PROGRAM - NATURAL HAZARDS

| Description of Activities | Category | 2025 Performance Objectives |
|--|----------|--|
| Operate a flood forecasting and warning system to ensure residents and municipalities are aware of potential flood related events in a timely manner, and during storm events support municipally led emergency response | 1 | Operate and maintain 8 meteorological monitoring stations, 2 snow stations and supporting data/information management applications |
| Monitor watershed conditions to detect low water conditions and support the Low Water Response Team to respond to low water events | | Issue flood messages as required |
| Deliver water safety and natural hazard related education programs | | Coordinate local Low Water Response Team |
| Complete annual maintenance and operations of water control structures, including dam inspections and public safety inspections | | Deliver the Spring Water Awareness Program to schools throughout the watershed |
| | | Maintenance, operations and inspections are completed |

CONSERVATION LANDS MANAGEMENT PROGRAM - CONSERVATION LANDS MANAGEMENT

| Description of Activities | Category | 2025 Performance Objectives |
|---|----------|---|
| <p>Manage and maintain land owned by the Authority for natural heritage and hazard protection</p> | <p>1</p> | <p>Manage and maintain properties in accordance with Section 29 Regulations. Undertake actions and projects that address incidents of encroachment/trespass and unauthorized activities (compliance program)</p> |
| | | <p>Monitor activities on properties as per the the requirements of the Conservation Lands Tax Incentive Program</p> |
| | | <p>Monitor activities on properties as outlined in the Managed Forest Tax Plan as per the requirements of the Managed Forest Tax Incentive Program</p> |
| <p>Undertake land management activities on lands owned by the Authority for recreation purposes</p> | <p>1</p> | <p>Maintain property, amenities and infrastructure for outdoor recreation activities (i.e., hiking, biking, geo-caching, nature viewing, boating, picnicking, hunting, fishing, swimming and issuing various permits)</p> |
| | | <p>Capital projects will focus on reducing the Authority’s risk and liability and ensure public safety</p> |
| | | <p>Continue partnerships and agreements with community groups who provide services and support operations</p> |

CONSERVATION LANDS PROGRAM - BEAVERMEAD, WARSAW AND LAKEFIELD CAMPGROUNDS

| Description of Activities | Category | 2025 Performance Objectives |
|--|-----------------|--|
| Operate 3 campgrounds for group, public and seasonal camping. Includes canoe rentals and retail sales (i.e. ice, firewood, etc.) | 2 | Operate the regular, group and seasonal campgrounds from May 9 to October 13, 2025 (157 nights) for Beavermead, Warsaw and Lakefield campgrounds |

WATERSHED MANAGEMENT PROGRAM - WATER RESOURCE SERVICES

| Description of Activities | Category | 2025 Performance Objectives |
|---|----------|--|
| Implement provincial surface water quality & groundwater quantity monitoring programs | 1 | Participate in the Provincial Water Quality Monitoring Network by collecting surface water samples at 16 locations during the ice free season |
| | | Participate in the Provincial Groundwater Monitoring Network by maintaining 11 groundwater monitoring wells and collecting water quantity manual measurement three (3) times annually and water quality samples once (1) annually |
| Implement local water monitoring activities | 3 | Collect additional surface water quality data using biological, chemical and physical indicators to support the preparation of the Watershed Report Card every 5 years. Activities will include participation in the Ontario Benthos Biomonitoring Network, and collection of surface water samples at four (4) locations monthly during ice-free season |
| <p>Implement the policies of the Trent Source Protection Plan and meet the requirements of the Clean Water Act for those obligations that have been assigned to Otonabee Conservation for implementation.</p> <p>Support municipalities in the Otonabee-Peterborough Source Protection Authority to implement the policies of the Trent Source Protection Plan and meet the requirements of the Clean Water Act</p> <p>Provide administrative support to the Otonabee-Peterborough Source Protection Authority and effective liaison with the Source Protection Committee in order to meet the obligations under the Trent Source Protection Plan and the Clean Water Act</p> | 1 | Coordinate Source Protection Authority meetings, minutes and administration (2 meetings per year) |
| | | Complete CA/SPA annual reporting requirements |
| | | Meet policy and legislative requirements and provide support to municipalities and other implementing bodies to ensure compliance with Source Protection Plan |
| | | Effective liaison and support as required with the Source Protection Committee and Trent Conservation Coalition Source Protection Region |

WATERSHED MANAGEMENT PROGRAM - WATER RESOURCE SERVICES Continued

| Description of Activities | Category | 2025 Performance Objectives |
|--|----------|---|
| <p>Fulfill the Authority’s obligations outlined in the agreements with municipalities to:</p> <p>~ Enforce Part IV of the Clean Water Act through activities of the Risk Management Office and to ensure compliance with the Trent Source Protection Plan and the Clean Water Act</p> <p>~ Develop and deliver an ongoing Education and Outreach program on behalf of municipalities through agreements to ensure compliance with Source Protection Plan policies.</p> | 2 | Respond to inquiries, applications, threat assessments, information requests and pre-consultation related to active files |
| | | Complete negotiation of risk management plans as required |
| | | Receive and respond to the applications for Restricted Land Use Notices under Section 59 of the <i>Clean Water Act</i> |
| | | Support municipalities to implement and enforce the Clean Water Act and Trent Source Protection Plan policies |
| | | Complete RMO annual reporting requirements |

WATERSHED MANAGEMENT PROGRAM - NATURAL RESOURCE CONSERVATION SERVICES

| Description of Activities | Category | 2025 Performance Objectives |
|--|----------|--|
| Support landowners to undertake land restoration and stewardship activities on their lands that enhances the natural environment | 3 | Facilitate 5 to 10 stewardship projects, including tree planting projects, with a variety of partners (i.e., municipalities, service groups, etc.) |
| At the request of member municipalities, undertake post-development monitoring programs and other research and technical studies | 2 | Offer the Tree Seedling Sales Program |
| | | Undertake development driven monitoring programs in cooperation with municipalities |

WATERSHED MANAGEMENT PROGRAM - COMMUNITY ENGAGEMENT

| Description of Activities | Category | 2025 Performance Objectives |
|--|----------|---|
| Foster awareness of the watershed environment and watershed health | 3 | Support local citizen science initiatives through collaboration and partnerships |
| Support environmental education through a variety of experiential learning opportunities | 3 | Deliver 10-15 experiential learning activities in school-settings to support K-12 curriculum (i.e. Yellow Fish Road, Pathway to Stewardship, Peterborough Children's Water Festival etc.) |
| | | Deliver 5-10 experiential learning activities in non-school settings (i.e. Bondar Challenge, Public Library, Zoo Conservation Exhibit, Tree Canopy Day) |
| | | Provide experiential learning placements for secondary and post-secondary students from local high schools, Fleming College and Trent University |
| Support landowners to undertake land restoration and stewardship activities on their lands that enhances the natural environment | 3 | Respond to requests/inquiries for advice and technical support (approx. 25 annually) |

CORPORATE SERVICES

| Description of Activities | Category | 2025 Performance Objectives |
|--|----------|---|
| Support the Board of Directors in exercising its governance responsibilities and meeting its legislated responsibilities | 1 | Hold the legally required number of meetings, including an annual meeting, conduct an election of officers and make the necessary annual appointments and resolutions |
| Provide administrative and support services for the efficient and effective operation of the Authority (i.e. payroll, purchasing, financial, human resources, IT, GIS, vehicle, equipment and facility management) | 1 | Ensure that legislative reporting requirements are met |
| | | Produce audited financial statements for 2024 |
| | | Agenda packages, meeting minutes and other materials are posted in accordance with legislative requirements |
| | | Prepare for Board approval an operating & capital budget for 2025 that conforms with O. Reg 402/21 |
| | | Provide the Board with quarterly financial and activity update |
| Provide communications & marketing services | 1 | Produce the 2023 Annual Report |
| | | Continue to nurture our relationship with the media to obtain positive media coverage about the Authority's programs, services, and activities |

ORGANIZATIONAL EXCELLENCE

| Description of Activities | Category | 2025 Performance Objectives |
|--|----------|---|
| Continue to provide leadership and implement the Otonabee Conservation Climate Change Strategy | 3 | Implement action items as identified in implementation plan and publish biennial report card to track accomplishments and implementation status |
| | | Review and complete the update to the Climate Change Strategy |
| Advance the Authority's relationship with the Indigenous people and communities of Treaty #20 and Williams Treaty | 3 | In a meaningful way, engage with, partner with our indigenous communities |
| Enhance the Authority's use of technology to better connect, communicate, share information, and deliver services (NEW Strategic Plan objective) | 1 | New technology tools will be explored and analysed to enhance information sharing and business efficiencies |
| Community events and partnership | 1 | Continue Harold Town and Hope Mill celebrations, fundraising and community partnerships |
| | | Unveil new conservation area, formerly known as the Gravel Pit |
| Undertake initiatives to improve stakeholder outreach and communications, and customer service | 1 | Conduct customer survey initiatives for all program and service areas to inform improvements |
| Conduct an organizational program and service delivery review (NEW - O'Reg. 686 & Strategic Plan objective) | 1 | Review and analyze the effectiveness of the Authority's delivery of programs, services and resource allocation. (O'Reg. 686 & Strategic Plan objective) |
| Review of agreements/leases/contracts to ensure operational alignment (NEW) | 1 | Ensure the Authority has entered into agreements that align with organizational objectives |
| Develop an internal Business Continuity Plan (carry over) | 1 | Ensure a plan is in place to protect and mitigate risks and loss in services and programs such as technology systems, cross training and business processes |
| Maintain a healthy and safe workplace | 1 | Ensure staff, contractors, volunteers have the required training, knowledge and support. Enhance the H&S Program |