



City of
Peterborough

To: **Members of the Finance Committee**

From: **Richard Freymond**
Commissioner of Corporate and Legislative Services

Meeting Date: **November 17, 2020**

Subject: **Report CLSFS20-067**
2021 Budget for the Otonabee Region Conservation Authority

Purpose

A report to inform Council that the 2021 Budget submission of the Otonabee Region Conservation Authority will be received on Tuesday, November 17, 2020.

Recommendation

That Council approve the recommendation outlined in Report CLSFS20-067, dated November 17, 2020, of the Commissioner of Corporate and Legislative Services as follows:

That the presentation and budget details presented to the November 17, 2020 Finance Committee by the Otonabee Region Conservation Authority for the 2021 Budget, be received for information.

Budget and Financial Implications

There are no additional budget and financial implications of the recommendation.

Background

The Finance Committee is scheduled to review the 2021 Draft Budget during the week of November 23, 2020. Tuesday, November 17, 2020, has been set aside to receive budget requests from outside Boards and Agencies.

Included on pages 201-202 of the 2021 Draft Budget Highlights Book is a high-level summary of information included in the 2021 Draft Operating Budget for ORCA.

The chart below summarizes the difference from the amount included in the City's 2021 Draft Budget and ORCA's 2021 budget which was approved after the City's Draft Budget was prepared.

Chart 1 2021 Operating Budget Submissions for Outside Agencies and Boards compared to Draft Budget Request				
Service	2021 Draft Budget	2021 Presentation Request	% Difference	\$ Difference
Otonabee Region Conservation Authority	779,024	780,602	0.2%	1,578
- Warsaw / Millbrook Dam Capital Project	18,505	15,220	-17.8%	-3,285
Levy Requested	797,529	795,822	-0.2%	-1,707
- Water Source Protection	18,500	18,500	0.0%	0
Total Payable to ORCA	816,029	814,322	-0.2%	-1,707

As noted in the 2021 Draft Budget Highlights Book, staff recommend that the \$1,707 be transferred to the City's General Contingency provision.

Additional budget details are appended to this report and representatives from ORCA will provide further information on November 17, 2020.

Submitted by,

Richard Freymond
 Commissioner of Corporate and Legislative Services

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Attachment:

Appendix A: Draft 2021 Budget for the Otonabee Region Conservation Authority

2021 OPERATING & CAPITAL BUDGET

Proposed October 15, 2020



Otonabee
CONSERVATION

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1.0 INTRODUCTION

This document outlines Otonabee Conservation's proposed operating expenditures required for delivering the Authority's programs and services, and the capital investments needed to replace or refurbish the tangible capital assets that are required to deliver our programs and services, for 2021.

The Authority's programs and services are organized into five groups, as follows:

- Natural Hazard Program
- Conservation Lands Program
- Drinking Water Source Protection Program
- Corporate Services
- Natural Resources Conservation Program

Section 2.0 provides details of the operating budget described across 11 activity areas. Section 3.0 provides details of the capital budget, which is described at the project level. Section 4.0 provides detailed information on how the levy is apportioned to member municipalities.

Appendix A provides program and service descriptions and performance metrics. Appendix B provides a 10-year forecast of tangible capital assets to be acquired, refurbished, or replaced.

A number of projects and other expenditures are dependent on the receipt of grants from outside sources. These projects are noted throughout the budget document. This proposed budget assumes that the grants will be approved. In the event they are not approved, these projects will either not proceed, or where possible, will proceed with a reduced project scope.

The proposed budget does not include a contingency allocation to respond to unexpected expenses that may arise through the course of the year. Should such a situation arise, staff will first seek to pay for the expense with in-year savings and alternatively will seek Board approval to draw from the General Reserve.

This proposed budget does not include an allocation for amortization or for accrued employer related liabilities. These are typically covered with year-end surpluses, if available.

2.0 OPERATING BUDGET

The proposed Operating Budget has been developed to deliver on the following priorities:

1. A focus on the natural hazard program, including the adoption of recently prepared flood plain mapping.
2. Enhanced capacity to respond to the increase in public use of authority owned lands, to address non-compliance activities, and to mitigate hazards that pose a risk to public safety.
3. Adjustments in the scope and delivery of environmental education and stewardship activities in response to physical distancing and group size restrictions.
4. Investments to enhance the Authority's use of technology to support working remotely and to better connect, communicate, share information, and deliver services to the public.
5. The ongoing focus on the Authority's commitment to organizational excellence and customer service.

The proposed operating budget includes a 3.7% or \$101,744 decrease in expenditures for a total operating budget of \$2,667,012.

The proposed operating budget includes a 1% cost of living adjustment to the salary schedule. This is greater than the 0.1% monthly average Ontario CPI increase for the 12-month period ending August 31st, 2020.

The proposed operating budget includes a 2.2% or \$25,420 increase in the general operating levy and a draw on the General Reserve in the amount of \$50,000.

Notable Changes from 2020:

Significant drivers affecting the proposed operating budget include:

- Inflationary pressures estimated at 1.0%
- Planned completion of seven flood plain mapping projects
- Projected pandemic related impacts on campground related revenue

Appendix A

Notable changes in expenditures and revenue from the 2020 operating budget are listed below:

Table 1 | Description of Changes in Proposed Expenditures from 2020

	Amount
2020 Budget	\$2,768,756
1% COLA increase to the salary schedule, and various changes to the cost of mandatory employment related costs and other benefits	\$24,466
Reduction in salary & benefit costs due to the elimination of a full-time Campground Supervisor position	-\$90,950
Reduction in the cost of wages due to the elimination of a Engineering Technologist contract position	-\$18,411
Reduction in the cost of wages due to the elimination of a Conservation Area Technician contract position	-\$16,244
Increase in cost for wages for additional person hours/weeks for conservation lands and campground contract positions	\$ 41,866
Reduction in expenditures for flood plain mapping projects (planned completion of projects)	-\$122,590
Increase in other non-recurring project costs (i.e. tree planting project)	\$48,559
Increase in banking charges associated with an increase in the use of credit cards and on-line payment methods	\$14,400
Miscellaneous increases in expenditures across all program areas	\$16,780
Proposed 2020 Expenditures	\$2,667,012

Table 2 | Description of Changes in Proposed Revenue from 2020

	Amount
2020 Budget	\$2,768,756
Increases in Plan Review & Permitting Fees - inflation based adjustments to the fee schedule and other increases to offset the cost of increased banking charges	\$9,135
Estimated potential reduction in revenue from campground fees, sales and rentals – anticipated ongoing pandemic related impacts (i.e. potential reduction in day use visitation to Warsaw Caves, and deferral of group camping and canoe rentals)	-\$63,000
Reduction in non-levy municipal contributions and provincial grants for flood plain mapping projects	-\$122,590
2.2% increase to the general operating levy	\$25,420
Increase in tree sales, fee for service and donations for natural resource conservation projects	\$12,591
Increase in other non-recurring project revenue (i.e. tree planting project)	\$50,000
Miscellaneous reductions in revenue across all program areas	-\$13,300
Proposed 2020 Revenue	\$2,667,012

Table 3 | Highlights of Operating Budget

	Natural Hazards Program		Conservation Lands Program		Natural Resources Conservation Program		Drinking Water Source Protection Program		Corporate Services		Total		
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2019	2020	2021
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Actual	Budget	Budget
Revenue													
Municipal Levy	\$ 393,053	\$ 386,710	\$ 87,079	\$ 115,735	66,899	40,848	\$ 18,270	\$ 32,975	\$ 621,506	\$ 635,960	1,121,088	1,186,807	1,212,227
Municipal non-levy	-	-	-	-	-	-	115,000	115,000	-	-	365,504	115,000	115,000
Federal & provincial grants	154,750	92,750	-	-	-	-	-	-	-	-	288,023	154,750	92,750
User fees	313,496	322,631	467,900	433,000	-	-	-	-	-	-	718,927	781,396	755,631
Sales, rentals & other	5,000	5,000	120,100	92,000	69,014	81,605	-	-	55,500	50,000	132,863	249,614	228,605
Grants & partnerships	60,590	-	-	-	67,800	117,800	56,800	60,000	-	-	199,507	185,190	177,800
Donations & miscellaneous	-	-	36,000	20,000	10,000	15,000	-	-	-	-	23,234	46,000	35,000
Transfer from reserves	-	-	-	-	-	-	-	-	50,000	50,000	-	50,000	50,000
Total Revenue	\$ 926,888	\$ 807,090	\$ 711,079	\$ 660,735	\$ 213,713	\$ 255,253	\$ 190,070	\$ 207,975	\$ 727,006	\$ 735,960	2,849,146	2,768,756	2,667,012
Expenses													
Salaries, benefits & training	\$ 727,059	\$ 711,090	\$ 460,279	\$ 401,885	\$ 147,093	\$ 139,474	\$ 164,905	\$ 182,025	\$ 414,730	\$ 419,860	1,919,544	1,914,066	1,797,889
Maintenance, services & supplies	39,280	37,380	103,850	103,000	19,200	17,800	12,075	15,100	112,476	111,700	239,696	286,881	284,980
Insurance, taxes & utilities	25,170	25,820	61,250	60,500	6,750	7,250	1,700	2,150	28,500	29,500	111,686	123,370	125,220
Professional services	22,500	17,100	4,000	4,500	1,500	3,000	4,500	4,500	89,500	92,100	64,279	122,000	121,200
Travel & staff expenses	10,100	9,700	14,950	13,000	4,500	4,500	5,190	2,500	7,000	5,000	40,783	41,740	34,700
Other expenses	2,700	6,000	66,750	77,850	200	200	1,700	1,700	47,800	51,300	89,650	119,150	137,050
Non-recurring Project Expenses	100,079	-	-	-	34,470	83,029	-	-	-	-	462,360	134,549	83,029
Vehicle fleet	-	-	-	-	-	-	-	-	27,000	26,500	26,825	27,000	26,500
Total Expenses	\$ 926,888	\$ 807,090	\$ 711,079	\$ 660,735	\$ 213,713	\$ 255,253	\$ 190,070	\$ 207,975	\$ 727,006	\$ 735,960	2,954,823	2,768,756	2,667,012

2.1 Natural Hazard Program

2.1.1 Plan Review and Permitting

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*.

Strategic Goal | Safeguard people and property from flooding and other natural hazards

Budget Information:

Plan Review & Permitting Services			
	2019 Actual	2020 Budget	2021 Budget
Municipal levy	\$ 265,538	\$ 307,345	\$ 308,730
Municipal non-levy	-	-	-
Provincial & federal grants	36,948	7,042	7,042
User fees	297,992	313,496	322,631
Sales, rentals & other	-	5,000	5,000
Grants & partnerships	-	-	-
Donations & miscellaneous	875	-	-
Transfers from reserves	-	-	-
	601,353	632,883	\$ 643,403
Salaries, Benefits & Training	\$ 583,143	\$ 577,683	\$ 584,903
Maintenance, Services & Supplies	11,317	11,500	11,500
Insurance Taxes & Utilities	17,358	20,000	20,000
Professional Services	9,137	15,000	15,000
Travel & Staff Expenses	6,227	6,000	6,000
Other Expenses	2,787	2,700	6,000
Non-recurring Project Expenses	-	-	-
	\$ 629,969	\$ 632,883	\$ 643,403

Explanatory Notes:

- Increases in Plan Review & Permitting Fees is due to an inflation based adjustment to the fee schedule and other increases to offset the cost of increased banking charges
- Increase in banking charges associated with an increase in the use of credit cards and on-line payment methods
- All other changes are cost of living/inflation based adjustment
- See performance metrics in Appendix A

2.1.2 Floodplain Mapping

Acquire and maintain floodplain mapping.

Strategic Goal | Safeguard people and property from flooding and other natural hazards

Budget Information:

Floodplain Mapping				
	2019 Actual	2020 Budget	2021 Budget	
Municipal levy	\$ -	\$ -	\$ -	
Municipal non-levy	-	-	-	
Provincial & federal grants	163,225	62,000	-	
User fees	-	-	-	
Sales, rentals & other	56,774	-	-	
Grants & partnerships	151,018	60,590	-	
Donations & miscellaneous	-	-	-	
Transfers from reserves	-	-	-	
	\$ 371,017	\$ 122,590	\$ -	
Salaries, Benefits & Training	\$ 79,717	\$ 22,511	\$ -	
Maintenance, Services & Supplies	-	-	-	
Insurance Taxes & Utilities	-	-	-	
Professional Services	-	-	-	
Travel & Staff Expenses	-	-	-	
Other Expenses	-	-	-	
Non-recurring Project Expenses	324,229	100,079	-	
	\$ 403,946	\$ 122,590	\$ -	

Explanatory Notes:

- In 2020, seven flood plain mapping projects were completed. No new projects will be started in 2021
- See performance metrics in Appendix A

2.1.3 Flood Forecasting & Warning

Operate a flood forecasting and warning system to ensure that 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 Water Response Team in responding to low water events.

Deliver water safety and natural hazard related education programs.

Strategic Goal | Safeguard people and property from flooding and other natural hazards

Budget Information:

Flood Forecasting & Warning				
	2019 Actual	2020 Budget	2021 Budget	
Municipal levy	\$ 71,864	\$ 53,304	\$ 48,003	
Municipal non-levy	-	-	-	
Provincial & federal grants	56,188	53,304	53,304	
User fees	-	-	-	
Sales, rentals & other	-	-	-	
Grants & partnerships	-	-	-	
Donations & miscellaneous	-	-	-	
Transfers from reserves	-	-	-	
	<u>\$ 128,052</u>	<u>\$ 106,608</u>	<u>\$ 101,307</u>	
Salaries, Benefits & Training	\$ 86,108	\$ 77,308	\$ 79,057	
Maintenance, Services & Supplies	8,735	17,530	17,730	
Insurance Taxes & Utilities	2,358	2,170	2,820	
Professional Services	9,769	7,500	-	
Travel & Staff Expenses	2,630	2,100	1,700	
Other Expenses	-	-	-	
Non-recurring Project Expenses	35,436	-	-	
	<u>\$ 145,036</u>	<u>\$ 106,608</u>	<u>\$ 101,307</u>	

Explanatory Notes:

- A \$7,500 expenditure previously budgeted as an operating expense (professional services) has been moved into the capital plan
- See performance metrics in Appendix A

2.1.4 Dam Operations

Operate and maintain water and ice control structures ensuring that they are in safe working order and that public safety measures are in place.

Strategic Goal | Safeguard people and property from flooding and other natural hazards

Budget Information:

Dam Operations				
	2019 Actual	2020 Budget	2021 Budget	
Municipal levy	\$ 35,932	\$ 32,404	\$ 29,977	
Municipal non-levy	-	-	-	
Provincial & federal grants	19,612	32,404	32,404	
User fees	-	-	-	
Sales, rentals & other	-	-	-	
Grants & partnerships	-	-	-	
Donations & miscellaneous	-	-	-	
Transfers from reserves	-	-	-	
	\$ 55,544	\$ 64,807	\$ 62,380	
Salaries, Benefits & Training	\$ 53,329	\$ 49,557	\$ 47,130	
Maintenance, Services & Supplies	4,314	10,250	8,150	
Insurance Taxes & Utilities	-	3,000	3,000	
Professional Services	2,035	-	2,100	
Travel & Staff Expenses	-	2,000	2,000	
Other Expenses	-	-	-	
Non-recurring Project Expenses	-	-	-	
	\$ 59,678	\$ 64,807	\$ 62,380	

Explanatory Notes:

- Small decrease in salaries & benefits
- See performance metrics in Appendix A

2.2 Conservation Lands Program

2.2.1 Conservation Lands Management

Ensure the proper management and stewardship of the 10,300 acres of land owned by the Authority.

Operate several free day-use conservation areas for outdoor recreation activities including hiking, biking, geo-caching, nature viewing, boating, picnicking, fishing and swimming.

Strategic Goals | Contribute to the maintenance of a healthy & resilient natural environment
 | Provide recreational opportunities in the natural environment
 | Build awareness and understanding of the value of the natural environment

Budget Information:

Land Management			
	2019	2020	2021
Municipal levy	\$ 67,778	\$ 87,079	\$ 115,735
Municipal non-levy	-	-	-
Provincial & federal grants	-	-	-
User fees	648	2,250	1,000
Sales, rentals & other	15,694	7,500	18,000
Grants & partnerships	4,000	-	-
Donations & miscellaneous	14,180	36,000	20,000
Transfers from reserves	-	-	-
	<u>\$ 102,300</u>	<u>\$ 132,829</u>	<u>\$ 154,735</u>
Salaries, Benefits & Training	\$ 132,563	\$ 126,919	\$ 117,055
Maintenance, Services & Supplies	24,256	14,500	16,000
Insurance Taxes & Utilities	30,375	29,750	34,500
Professional Services	1,767	2,500	2,500
Travel & Staff Expenses	5,354	7,000	5,500
Other Expenses	7,255	21,800	23,100
Non-recurring Project Expenses	-	-	-
	<u>\$ 201,570</u>	<u>\$ 202,469</u>	<u>\$ 198,655</u>

Explanatory Notes:

- Small decrease in salaries & benefits due to changes in contract staff rate of pay
- All other changes are cost of living/inflation adjustments
- See performance metrics in Appendix A

2.2.2 Warsaw Caves Conservation Area and Campground

Operate Warsaw Caves Conservation Area for day-use activities including hiking, biking, geo-caching, nature viewing, boating, picnicking, fishing, swimming and spelunking, and group and family camping. Includes canoe rentals and retail sales (i.e. ice, firewood, headlamps, etc.).

Strategic Goals | Provide recreational opportunities in the natural environment
| Build awareness and understanding of the value of the natural environment

Budget Information:

Warsaw Caves CA & Campground			
	2019	2020	2021
Municipal levy	\$ -	\$ -	\$ -
Municipal non-levy	-	-	-
Provincial & federal grants	-	-	-
User fees	183,008	194,150	163,500
Sales, rentals & other	48,517	74,600	41,500
Grants & partnerships	-	-	-
Donations & miscellaneous	942	-	-
Transfers from reserves	-	-	-
	<u>\$ 232,467</u>	<u>\$ 268,750</u>	<u>\$ 205,000</u>
Salaries, Benefits & Training	\$ 166,044	\$ 172,560	\$ 113,474
Maintenance, Services & Supplies	48,388	56,450	56,000
Insurance Taxes & Utilities	11,758	12,500	10,000
Professional Services	2,218	750	1,000
Travel & Staff Expenses	4,675	5,250	5,000
Other Expenses	2,359	4,250	10,150
Non-recurring Project Expenses	-	-	-
	<u>\$ 235,442</u>	<u>\$ 251,760</u>	<u>\$ 195,624</u>

Explanatory Notes:

- Decrease in revenue is related to a forecasted decrease in day use attendance, campground services and retail sales
- Decrease in salaries & benefits due to the elimination of the permanent full-time Campground Supervisor position
- Increase in banking charges associated with an increase in the use of credit cards and on-line payment methods
- All other changes are cost of living/inflation adjustments
- See performance metrics in Appendix A

2.2.3 Beavermead Campground

Operate Beavermead Campground for group, public and seasonal camping. Includes canoe rentals and retail sales (i.e. ice, firewood, etc.).

Strategic Goal | Provide recreational opportunities in the natural environment

Budget Information:

Beavermead Campground			
	2019	2020	2021
Municipal levy	\$ -	\$ -	\$ -
Municipal non-levy	-	-	-
Provincial & federal grants	-	-	-
User fees	237,280	271,500	268,500
Sales, rentals & other	38,397	38,000	32,500
Grants & partnerships	-	-	-
Donations & miscellaneous	-	-	-
Transfers from reserves	-	-	-
	<u>\$ 275,677</u>	<u>\$ 309,500</u>	<u>\$ 301,000</u>
Salaries, Benefits & Training	\$ 149,426	\$ 160,800	\$ 171,357
Maintenance, Services & Supplies	23,222	32,900	31,000
Insurance Taxes & Utilities	15,215	19,000	16,000
Professional Services	3,028	750	1,000
Travel & Staff Expenses	2,346	2,700	2,500
Other Expenses	29,764	40,700	44,600
Non-recurring Project Expenses	-	-	-
	<u>\$ 223,001</u>	<u>\$ 256,850</u>	<u>\$ 266,457</u>

Explanatory Notes:

- Decrease in revenue is related to a forecasted decrease in camping fees, campground services and retail sales
- Increase in salaries & benefits due to an increase in hours of work per week
- Increase in banking charges associated with an increase in the use of credit cards and on-line payment methods
- All other changes are cost of living/inflation adjustments
- See performance metrics in Appendix A

2.3 Drinking Water Source Protection Program

Implement water quality & quantity monitoring programs in partnership with various provincial agencies.

Implement the policies of the Trent Source Protection Plan (TSPP) and meet the requirements of the *Clean Water Act*. Support municipalities to implement the policies of the TSPP and meet the requirements of the *Clean Water Act*. Provide administrative support to the OP-SPA and effective liaison with the Source Protection Committee.

Fulfill the Authority's obligations outlined in the agreements with municipalities.

Strategic Goal | Contribute to the maintenance of a healthy and resilient natural environment

Budget Information:

Drinking Water Source Protection			
	2019	2020	2021
Municipal levy	\$ -	\$ 18,270	\$ 32,975
Municipal non-levy	115,000	115,000	115,000
Provincial & federal grants	-	-	-
User fees	-	-	-
Sales, rentals & other	-	-	-
Grants & partnerships	67,537	56,800	60,000
Donations & miscellaneous	-	-	-
Transfers from reserves	-	-	-
	<u>\$ 182,537</u>	<u>\$ 190,070</u>	<u>\$ 207,975</u>
Salaries, Benefits & Training	\$ 141,050	\$ 164,905	\$ 182,025
Maintenance, Services & Supplies	2,788	12,075	15,100
Insurance Taxes & Utilities	1,828	1,700	2,150
Professional Services	-	4,500	4,500
Travel & Staff Expenses	1,439	5,190	2,500
Other Expenses	1,505	1,700	1,700
Non-recurring Project Expenses	-	-	-
	<u>\$ 148,610</u>	<u>\$ 190,070</u>	<u>\$ 207,975</u>

Explanatory Notes:

- Increase in salary & benefits due to an increase in the amount of staff time assigned for water quality and quantity monitoring
- All other changes are cost of living/inflation adjustment
- See performance metrics in Appendix A

2.4 Corporate Services

Support the Board of Directors in meeting its legislated mandate and responsibilities.

Provide the necessary 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).

Provide communications & marketing services.

Strategic Goals | Safeguard people and property from flooding and other natural hazards
 | Contribute to the maintenance of a healthy & resilient natural environment
 | Provide recreational opportunities in the natural environment
 | Build awareness and understanding of the value of the natural environment
 | Support organizational excellence

Budget Information:

Corporate Services				
	2019	2020	2021	
Municipal Levy	\$ 565,351	\$ 621,506	\$ 635,960	
Municipal non-levy	-	-	-	
Provincial & federal grants	-	-	-	
User fees	-	-	-	
Sales, rentals & other	45,567	55,500	50,000	
Grants & partnerships	-	-	-	
Donations & miscellaneous	-	-	-	
Transfers from reserves	-	50,000	50,000	
	<u>\$ 610,918</u>	<u>\$ 727,006</u>	<u>\$ 735,960</u>	
Salaries, Benefits & Training	\$ 371,789	\$ 414,730	\$ 419,860	
Maintenance, Services & Supplies	102,207	112,476	111,700	
Insurance Taxes & Utilities	26,487	28,500	29,500	
Professional Services	10,706	89,500	92,100	
Travel & Staff Expenses	10,401	7,000	5,000	
Other Expenses	52,165	47,800	51,300	
Non-recurring Project Expenses	-	-	-	
Vehicle Fleet	26,824	27,000	26,500	
	<u>\$ 600,579</u>	<u>\$ 727,006</u>	<u>\$ 735,960</u>	

Explanatory Notes:

- Includes funding for consulting services to undertake a review of fee schedules and the Authority's compensation framework
- All other changes are cost of living/inflation based adjustments
- See performance metrics in Appendix A

2.5 Natural Resources Conservation Program

2.5.1 Education & Stewardship

Support landowners to undertake stewardship activities on their lands that enhance the natural environment

Foster awareness of the watershed environment and watershed health

Support environmental education through a variety of experiential learning opportunities

**Strategic Goals | Contribute to the maintenance of a healthy & resilient natural environment
| Build awareness and understanding of the value of the natural environment**

Budget Information:

Education & Stewardship			
	2019	2020	2021
Municipal levy	114,625	57,751	31,635
Municipal non-levy	-	-	-
Provincial & federal grants	7,000	-	-
User fees	-	-	-
Sales, rentals & other	30,708	20,500	25,500
Grants & partnerships	93,461	67,800	117,800
Donations & miscellaneous	8,996	10,000	15,000
Transfers from reserves	-	-	-
	254,790	156,051	189,935
Salaries, Benefits & Training	\$ 156,374	\$ 102,001	\$ 94,485
Maintenance, Services & Supplies	21,463	19,200	17,800
Insurance Taxes & Utilities	6,305	6,750	7,250
Professional Services	25,618	1,500	3,000
Travel & Staff Expenses	7,710	4,500	4,500
Other Expenses	111	200	200
Non-recurring Project Expenses	84,823	21,900	62,700
	\$ 302,404	\$ 156,051	\$ 189,935

Explanatory Notes:

- Includes a \$50,000 non-recurring tree planting project that is subject to receiving external funding
- Decrease in salary & benefits due to reallocation of staff to water quality and quantity monitoring
- All other changes are cost of living/inflation based adjustments
- See performance metrics in Appendix A

2.5.2 Natural Heritage Plan Review & Monitoring

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

At the request of member municipalities, undertake post-development monitoring programs and other research and technical studies

**Strategic Goals | Safeguard people and property from flooding and other natural hazards
| Contribute to the maintenance of a healthy & resilient natural environment**

Budget Information:

Municipal Natural Heritage & Monitoring			
	2019	2020	2021
Municipal levy	-	9,148	9,213
Municipal non-levy	-	-	-
Provincial & federal grants	-	-	-
User fees	-	-	-
Sales, rentals & other	34,487	48,514	56,105
Grants & partnerships	-	-	-
Donations & miscellaneous	-	-	-
Transfers from reserves	-	-	-
	34,487	57,662	65,318
Salaries, Benefits & Training	\$ -	\$ 45,092	\$ 44,989
Maintenance, Services & Supplies	-	-	-
Insurance Taxes & Utilities	-	-	-
Professional Services	-	-	-
Travel & Staff Expenses	-	-	-
Other Expenses	-	-	-
Non-recurring Project Expenses	4,574	12,570	20,329
	\$ 4,574	\$ 57,662	\$ 65,318

Explanatory Notes:

- Cost of living/inflation based adjustments
- See performance metrics in Appendix A

3.0 CAPITAL BUDGET

The capital budget for 2021 proposes to invest \$818,554 in tangible capital assets.

Included in the capital budget is a proposal to levy member municipalities \$340,594, a decrease of \$46,506 or 12% from the previous year. The balance will be raised from grants and other sources.

In summary the proposed investments include:

- \$71,000 to replace equipment, computers, and a vehicle that are at the end of useful life;
- \$386,000 for major repairs to Authority owned dams;
- \$107,554 for loan payments and to repay bridge financing; and
- \$254,000 for major repairs to bridges and the trail surface on the Jackson Creek Trail

The following table provides a detailed description of the proposed capital investments, their cost and planned sources of funding.

Table 4 | Capital Investments

Program Area	Project Cost	Source of Funding					
		General Levy (\$103.5K)	Special Benefiting Levy	Deferred From 2020	WECl	Other Sources	Total Revenue
Natural Hazards Program							
Replace hydro-meteorological equipment used to monitor flood and drought conditions	10,000	10,000					10,000
Repair the armour stone retaining wall at Hope Mill dam	63,000	33,000		30,000			63,000
Address operator safety issues at Warsaw Auxiliary dam (i.e. deck extension and railing replacement project) (subject to receiving external funding)	117,000		58,500		58,500		117,000
Repair and remediate erosion and the armour stone retaining wall and stabilize the earthen embankment at the Warsaw auxiliary dam ((subject to receiving external funding)	180,000		90,000		90,000		180,000
Remediate erosion and repair a crack in the Warsaw Back dam (subject to receiving external funding)	26,000		13,000		13,000		26,000
Repay bridge financing for the Millbrook dam reconstruction project	76,054		76,054				76,054
Conservation Lands Program							
Purchase washer and dryer for Beavermead Campground	7,000	2,000		5,000			7,000
Upgrade water system equipment at Warsaw Caves CA	4,000	4,000					4,000
Repay loan for the comfort station at Warsaw Caves Conservation Area	13,500	13,500					13,500
Repay loan for the gatehouse at Warsaw Caves Conservation Area	18,000	18,000					18,000
Repairs to bridge 2007B on the Jackson Creek Trail (subject to receiving external funding)	72,000					72,000	72,000
Repairs to bridge 2008B on the Jackson Creek Trail (subject to receiving external funding)	56,000					56,000	56,000
Repairs to bridge 2009B on the Jackson Creek Trail (subject to receiving external funding)	26,000					26,000	26,000
Rehabilitate 4.2 km of trail surface on the Jackson Creek Trail (subject to receiving external funding)	100,000					100,000	100,000
Corporate Services							
Purchase file cabinets	2,500			2,500			2,500
Replace back-up server	15,000	15,000					15,000
Replace 5 computers	7,500	7,500					7,500
Replace 2006 Dakota half-ton truck	25,000			25,000			25,000
Total	\$ 818,554	\$ 103,000	\$ 237,554	\$ 62,500	\$ 161,500	\$ 254,000	\$ 818,554

4.0 MUNICIPAL LEVY

Annually, Otonabee Conservation's Board of Directors considers and approves an operating and capital budget. Funding for the proposed expenditures comes from a variety of sources including a levy assessed against member municipalities.

In 2021, the Authority proposes to assess a total levy in the amount of \$1,552,781. This represents a decrease of \$21,125 or 1.3% from the previous year.

In 2021, four levies are assessed as follows:

- General operating levy in the amount of \$1,212,227.
- General capital levy in the amount of \$103,000.
- Special benefitting capital levy in the amount of \$76,054 for the reconstruction of the Millbrook dam.
- Special benefitting capital levy in the amount of \$161,500 for major repairs to the Warsaw Auxiliary dam and Warsaw Back dam.

The levies are apportioned to member municipalities in two different ways.

The general operating and general capital levies are apportioned 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 special benefitting levies are apportioned on the basis of the benefits derived, or to be derived, by each participating municipality.

The Township of Cavan Monaghan is the benefitting municipality for the levy being assessed for the reconstruction of the Millbrook dam and will be assessed 90% of the levy. All other municipalities will be assessed the remaining 10%.

The Township of Douro Dummer is the benefitting municipality for the levy being assessed for the major repairs to the Warsaw Auxiliary dam and Warsaw Back dam and will be assessed 90% of the levy. All other municipalities will be assessed the remaining 10%.

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

Table 5 | Municipal Levy 2021

Municipality	Modified CVA Based Apportionment %	Proposed Operating Levy Apportionment	Proposed Capital Levy Apportionment	Total Proposed Operating & Capital Levy	Proposed Special Capital Levy - Warsaw Dam	Proposed Special Capital Levy - Millbrook Dam	Total Municipal Levy
Asphodel-Norwood	2.4881	\$ 30,161	\$ 2,563	\$ 32,724	\$ 435	\$ 204	\$ 33,363
Cavan-Monaghan	7.0219	\$ 85,121	\$ 7,233	\$ 92,354	\$ 1,227	\$ 68,449	\$ 162,030
City of Kawartha Lakes	0.6690	\$ 8,110	\$ 689	\$ 8,799	\$ 117	\$ 55	\$ 8,971
City of Peterborough	59.3513	\$ 719,472	\$ 61,130	\$ 780,602	\$ 10,367	\$ 4,853	\$ 795,822
Douro-Dummer	7.5510	\$ 91,535	\$ 7,778	\$ 99,313	\$ 145,350	\$ 618	\$ 245,281
Otonabee-South Monaghan	5.4401	\$ 65,946	\$ 5,603	\$ 71,549	\$ 950	\$ 445	\$ 72,944
Selwyn	17.4520	\$ 211,558	\$ 17,976	\$ 229,534	\$ 3,049	\$ 1,428	\$ 234,011
Trent Hills	0.0267	\$ 324	\$ 28	\$ 352	\$ 5	\$ 2	\$ 359
TOTAL	100.00	\$ 1,212,227	\$ 103,000	\$ 1,315,227	\$ 161,500	\$ 76,054	\$ 1,552,781

Table 6 | Municipal Levy 2020

Municipality	Modified CVA Based Apportionment %	Proposed Operating Levy Apportionment	Proposed Capital Levy Apportionment	Total Proposed Operating & Capital Levy	Proposed Special Capital Levy	Total Municipal Levy
Asphodel-Norwood	2.4415	\$ 28,976	\$ 2,478	\$ 31,454	\$ 747	\$ 32,201
Cavan-Monaghan	6.6161	\$ 78,520	\$ 6,715	\$ 85,235	\$ 257,040	\$ 342,275
City of Kawartha Lakes	0.6656	\$ 7,899	\$ 676	\$ 8,575	\$ 204	\$ 8,779
City of Peterborough	59.9089	\$ 711,003	\$ 60,808	\$ 771,811	\$ 18,322	\$ 790,133
Douro-Dummer	7.4958	\$ 88,961	\$ 7,608	\$ 96,569	\$ 2,292	\$ 98,861
Otonabee-South Monaghan	5.3513	\$ 63,510	\$ 5,432	\$ 68,942	\$ 1,637	\$ 70,579
Selwyn	17.4947	\$ 207,628	\$ 17,757	\$ 225,385	\$ 5,350	\$ 230,735
Trent Hills	0.0262	\$ 311	\$ 26	\$ 337	\$ 8	\$ 345
TOTAL	100.00	\$ 1,186,808	\$ 101,500	\$ 1,288,308	\$ 285,600	\$ 1,573,908

5.0 APPENDIX

APPENDIX A | Program and Service Descriptions and Performance Metrics

Natural Hazard Program	Plan Review & Permitting Services
Objective	Performance Metric
<p>Deliver the Authority's permitting responsibilities, ensuring compliance to Ontario Regulation 167/06 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>	<ul style="list-style-type: none"> ▪ Receive, review and issue 250 to 300 permits and achieve service standards (timelines) 90% of the time ▪ Receive, review and comment on 325 to 350 <i>Planning Act</i> applications for natural hazard matters ▪ Respond to 25 to 50 legal inquiries

Description of Change from Previous Year:

The number of permits expected to be issued has been increased from 225-250 per year to 250-300; consistent with the volume experienced annually for the last 3 years.

A new service standard metric has been added. Beginning in 2020 all conservation authorities have committed to achieving new timeline service standards.

Through the pandemic there has been an increase in inquiries and non-compliance incidents. It is anticipated that the increase in inquiries and non-compliance incidents will continue in 2021.

Through the pandemic there has been a decrease in the volume of *Planning Act* applications received, staff expect that the volume will return to normal in 2021.

Natural Hazard Program	Flood Plain Mapping
Objective	Performance Metric
Acquire and maintain floodplain mapping	<ul style="list-style-type: none"> ▪ Undertake communications initiatives to inform stakeholders of the new mapping, work with municipalities to have the mapping adopted in official plans and obtain Board approval to incorporate the new mapping in the Authority's permitting activities

Description of Change from Previous Year:

In 2020 seven flood plain mapping projects were completed.

Natural Hazard Program	Flood Forecasting & Warning
Objective	Performance Metric
<p>Operate a flood forecasting and warning system to ensure that residents and municipalities are aware of potential flood related events in a timely manner; and during storm events support municipally led emergency response</p> <p>Monitor watershed conditions to detect low water conditions and support the Water Response Team in responding to low water events</p> <p>Deliver water safety and natural hazard related education programs</p>	<ul style="list-style-type: none"> ▪ Operate and maintain 8 meteorological monitoring stations, and 2 snow stations and supporting data/information management applications ▪ Issue flood messages as required – annual average is 25 ▪ Deliver the Spring Water Awareness Program to 10 schools

Description of Change from Previous Year:

No anticipated changes to flood forecasting and the monitoring of low water conditions

The Spring Water Awareness Program will be available virtually (i.e. on-line/Zoom/Google classroom), in addition to the normal in class format.

Natural Hazard Program	Dam Operations
Objective	Performance Metric
Operate and maintain water and ice control structures ensuring that they are in safe working order and that public safety measures are in place	<ul style="list-style-type: none"> ▪ Repair the armour stone retaining wall at the Hope Mill dam ▪ Undertake a deck extension and railing replacement project on the Warsaw Auxiliary dam ▪ Repair and remediate erosion and the armour stone retaining wall and stabilize the earthen embankment at the Warsaw auxiliary dam ▪ Remediate erosion and repair a crack at the Warsaw Back dam

Description of Change from Previous Year:

No anticipated changes to the operation and routine maintenance of water and ice control structures
The capital projects identified represent the last of the capital repairs required in the short-term.

Conservation Lands Program	Conservation Lands Management
Objective	Performance Metric
Ensure the proper management and stewardship of the 10,300 acres of land owned by the Authority	<ul style="list-style-type: none"> ▪ Prepare Management Statements for 6 Conservation Areas ▪ Develop and implement a risk based property management program – classifying lands according to risk, install signs, undertake inspections and compliance actions ▪ Prepare a Hazard Tree Policy and implement ▪ Undertake actions and projects that address incidents of encroachment/trespass and unauthorized activities (compliance program) ▪ Undertake actions and projects that mitigate public safety hazards ▪ Remediate public safety hazards at the former day use and campground areas at the Hope Mill Conservation Area ▪ Undertake forest management activities identified in the 2018 Manage Forest Plan – prepare harvest prescription, mark stands for harvest, and issue a timber sale; timber harvest to occur 2022.
Operate several free day-use conservation areas for outdoor recreation activities including hiking, biking, geo-caching, nature viewing, boating, picnicking, fishing and swimming	<ul style="list-style-type: none"> ▪ Maintain property and infrastructure at: <ul style="list-style-type: none"> □ Harold Town □ Miller Creek □ Gannon’s Narrows □ Selwyn Beach □ Imagine the Marsh □ Squirrel Creek □ Jackson Creek Trail ▪ Undertake repairs to 3 bridges on the Jackson Creek Trail to resolve structural integrity concerns and undertake repairs to the trail surface to mitigate public safety hazards (subject to receipt of funding from other agencies/organizations)

Description of Change from Previous Year:

Through the pandemic there has been an increase in the public use of conservation lands and non-compliance activities. In 2020 enhanced efforts will be made to address non-compliance activities and to mitigate hazards that pose a risk to public safety.

Conservation Lands Program	Warsaw Caves Conservation Area & Campgrounds
<p>Operate Warsaw Caves Conservation Area for day-use activities including hiking, biking, geo-caching, nature viewing, boating, picnicking, fishing, swimming and spelunking, and group and family camping. Includes canoe rentals and retail sales (i.e. ice, firewood, headlamps, etc.)</p>	<ul style="list-style-type: none"> ▪ Operate the day use area and the regular and group campgrounds from May 14 to October 11, 2021 (150 nights) ▪ Replace washer and dryer machines ▪ Upgrades to water system equipment

Description of Change from Previous Year:

Through the pandemic use of showers and laundry facilities, group camping, canoe rentals and access to the caves and cave trail were suspended but are expected to resume in 2021.

Conservation Lands Program	Beavermead Campground
Operate Beavermead Campground for group, public and seasonal camping. Includes canoe rentals and retail sales (i.e. ice, firewood, etc.)	<ul style="list-style-type: none"> • Operate the regular and group campgrounds from May 14 to October 11, 2021 (150 nights) • Replace washer and dryer machines

Description of Change from Previous Year:

Through the pandemic use of showers and laundry facilities, group camping and canoe rentals were suspended but are expected to resume in 2021.

Drinking Water Source Protection Program	
Objective	Performance Metric
Implement water quality & quantity monitoring programs in partnership with various provincial agencies	<ul style="list-style-type: none"> ▪ Participate in the Provincial Water Quality Monitoring Network by collecting monthly (6 to 8 months) water samples at 16 locations ▪ Participate in the Provincial Groundwater Monitoring Network by maintaining 11 ground water monitoring wells and collecting water quantity and quality information 3 times per year ▪ Participate in the Ontario Benthos Biomonitoring Network by collecting and identifying aquatic invertebrates and collecting water quality information
<p>Implement the policies of the Trent Source Protection Plan and meet the requirements of the <i>Clean Water Act</i> 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 <i>Clean Water Act</i></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 <i>Clean Water Act</i></p>	<ul style="list-style-type: none"> ▪ Arrange for 2 meetings of the Source Protection Authority and prepare minutes of the meeting ▪ Complete annual reporting requirements ▪ Meet policy and legislative requirements ▪ Effective liaison and support as required with the Source Protection Committee

<p>Fulfill the Authority's obligations outlined in the agreements with municipalities to:</p> <ul style="list-style-type: none"> ○ enforce Part IV of the <i>Clean Water Act</i> through activities of the Risk Management Office and to ensure compliance with the Trent Source Protection Plan and the <i>Clean Water Act</i> ○ develop and implement an Education & Outreach Program as required by the Trent Source Protection Plan policies 	<ul style="list-style-type: none"> ▪ Receive and respond to 50+ inquiries ▪ Complete negotiation of risk management plans required to be completed by January 2022 ▪ Receive and review 30 to 40 Section 59 applications and issue notices as required ▪ Deliver 5 to 10 virtual outreach initiatives ▪ Complete annual reporting requirements
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Description of Change from Previous Year:

Water quality and quantity monitoring programs were suspended in 2020 but are expected to resume in 2021.

The Education & Outreach program will move to a virtual delivery format (i.e. Zoom, social media, on-line resources) supported by an updated communications plan.

Corporate Services	
Objective	Performance Metric
Support the Board of Directors in meeting its legislated mandate and responsibilities	<ul style="list-style-type: none"> ▪ Hold the legally required number of meetings, including an annual meeting, conduct an election of officers and make the necessary annual appointments and resolutions ▪ Ensure notices of meetings and meeting materials are provided in a timely manner and that meeting minutes are produced ▪ Ensure that legally required reporting requirements are met ▪ Produce audited financial statements for 2020
Provide the necessary 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)	<ul style="list-style-type: none"> ▪ Prepare for Board approval an operating & capital budget for 2022 ▪ The Tangible Capital Asset Management Plan is updated ▪ Replace vehicle, computer and equipment related capital assets as identified in the Tangible Capital Asset Management Plan ▪ Board is provided with a quarterly financial update ▪ Enhance IT infrastructure to support working remotely and to provide on-line access to programs and services ▪ Implement physical modifications to administrative office public reception area as part of the response to the COVID-19 pandemic
Provide communications & marketing services	<ul style="list-style-type: none"> ▪ Produce an Annual Report for 2020 ▪ Release 50 to 60 media advisories, news releases, public service announcements, information products, etc. ▪ Earn 150 items in the local media

Corporate Services	
Objective	Performance Metric
	<ul style="list-style-type: none">▪ Send out a monthly e-newsletter and grow the distribution list by 10%▪ Increase website traffic and social media followers on Facebook, Twitter and Instagram by 10%▪ Create new branded templates and migrate content for 20 marketing products

Description of Change from Previous Year:

No anticipated changes to Board activities or corporate services. Communications and marketing activities increased through the pandemic and this is anticipated to continue in 2021.

Natural Resources Conservation Program	Education & Stewardship
Objective	Performance Metric
Support landowners to undertake stewardship activities on their lands that enhance the natural environment	<ul style="list-style-type: none"> ▪ Respond to 5 to 10 requests/inquiries for advice and technical support ▪ Facilitate 5 to 10 stewardship projects, including tree planting projects, with a variety of partners (i.e. municipalities, service groups, etc.) ▪ Offer the Tree Seedling Sale Program ▪ Support local citizen science initiatives
Foster awareness of the watershed environment and watershed health	<ul style="list-style-type: none"> ▪ Deliver 5 to 10 virtual environmental education initiatives
Support environmental education through a variety of experiential learning opportunities	<ul style="list-style-type: none"> ▪ Deliver 10-to 15 classroom and experiential learning activities that support the K-12 curriculum (i.e. Be a Watershed Steward Program, Yellow Fish Road, Regional Envirothon Competition, Peterborough Children's Water Festival, etc.) ▪ Work with others to implement the Pathway to Stewardship Landmark initiative ▪ Deliver 5 to 10 events based and experiential learning initiatives in non-school settings (i.e. Bondar Challenge, etc.) ▪ Provide experiential learning placements for secondary and post-secondary students from local high schools, Fleming College and Trent University

Description of Change from Previous Year:

Through the pandemic, education programs were suspended. These programs will be restored and made available through a variety of alternative delivery methods (i.e. out of doors, zoom, on-line resources, social media).

Natural Resources Conservation Program	Natural Heritage Plan Review & Monitoring
Objective	Performance Metric
Fulfill the Authority's obligations in its Partnership Agreements with member municipalities to provide technical review and expertise on natural heritage matters to assist the municipality in making environmentally sound decisions on <i>Planning Act</i> applications	<ul style="list-style-type: none"> ▪ Receive, review and comment on 325 to 350 applications under the <i>Planning Act</i> ▪ Receive, review and comment on 5 to 10 Environmental Assessment Studies
At the request of member municipalities undertake post-development monitoring programs and other research and technical studies	<ul style="list-style-type: none"> ▪ Undertake 1-3 post-development monitoring programs

Description of Change from Previous Year:

Through the pandemic there has been a decrease in the volume of *Planning Act* applications received, staff expect that the volume will return to normal in 2021.

Organizational Excellence	
Objective	Performance Metric
<p>Implement all new regulatory requirements under the <i>Conservation Authorities Act</i>. These are anticipated to include:</p> <ul style="list-style-type: none"> ○ The preparation of a fees policy and updated fee schedules ○ The preparation and implementation of a transition plan, including required consultations to ensure compliance with the program and service framework outlined in sec. 21.1 of the Act ○ Adopting potential changes to the sec. 28 regulations 	<ul style="list-style-type: none"> ▪ Regulatory requirements including prescribed dates are met
<p>Review and update the Authority's Strategic Plan</p>	<ul style="list-style-type: none"> ▪ Board approved updated Strategic Plan in place for January 1, 2022 ▪ Implementation plan is in place by March 31, 2022
<p>Implement the Otonabee Conservation Climate Change Strategy</p>	<ul style="list-style-type: none"> ▪ TBC – initial action items from Climate Change implementation plan
<p>Advance the Authority's relationship with the indigenous people and communities of Treaty #20</p>	<ul style="list-style-type: none"> ▪ TBC

Enhance the authority's use of technology to better connect, communicate, share information and deliver services	<ul style="list-style-type: none">▪ Make regulated area mapping and flood plain mapping available to the public on-line via web-based GIS▪ Make available precipitation, water level and other monitoring data on-line▪ Potentially a pay by phone mechanism for selling day use permits at Warsaw Caves Conservation Area
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Description of Change from Previous Year:

APPENDIX B | Capital Forecast

Overview

The delivery of the Authority's programs and services is dependent on well maintained and functional tangible capital assets. The acquisition, refurbishment and replacement of tangible capital assets are a significant cost to the Authority.

In 2019 the Board approved a Tangible Capital Asset Management Policy. The policy establishes a framework and principles for managing these assets and includes a requirement that a 10-year forecast of the asset to be acquired, rehabilitated or replaced be updated annually and included with the annual budget.

The following tables show the updated 10-year forecast of tangible capital assets to be acquired, refurbished, or replaced.

Appendix A

Capital Asset Replacement Plan

Location	Description	Date Acquired		2021	2022	2023	2024	2025	2025-2030
Buildings									
Miller Creek Wildlife Area	Viewing Tower	1977	Refurbish	-		-	-		5,000
Selwyn Beach Conservation Area	Picnic shelter - group camp	1985-89	Refurbish	-	-	10,000	-		-
Selwyn Beach Conservation Area	Picnic shelter - beach	1985-89	Refurbish	-	-	10,000	-		-
Selwyn Beach Conservation Area	Outhouses (6)	1985-89	Refurbish		10,000	-	-		-
Selwyn Beach Conservation Area	Change Rooms		Refurbish		5,000				
Squirrel Creek Conservation Area	Picnic Shelter	1985-89	Refurbish	-	-		-		10,000
Squirrel Creek Conservation Area	Picnic Shelter	1985-89	Refurbish	-	-	-			10,000
Warsaw Caves Conservation Area	Storage shed	1969	Refurbish	-		-	20,000		-
Warsaw Caves Conservation Area	Workshop	1969	Refurbish	-	10,000	-			-
Warsaw Caves Conservation Area	Picnic shelter - beach	1969	Refurbish	-	-	10,000			-
Warsaw Caves Conservation Area	Outhouses (11)	1969	Refurbish		6,000	6,000	6,000	6,000	42,000
Computers									
Ganaraska Region Conservation Authority	Back-up Server	2013	Replace	15,000	-	-	-		-
Administration Office	Fortigate Firewall	2016	Replace	-	1,800	-	-		-
Administration Office	Server	2017	Replace	-	-	15,000	-		-
Administration Office	Laptops & desktops	various	Replace	7,500	7,500	7,500	7,500	7,500	37,500
Equipment									
Administration Office	TV for Boardroom	2011	Replace		-	-	-		1,500
Administration Office	Telephone System	2014	Replace	-	15,000	-	-		-
Administration Office - server room	Air conditioner	2018	Replace	-	-	-	-		3,500
Administration Office - upper level	Air conditioner	2018	Replace	-	-	-	-		5,500
Administration Office - upper level	Furnace	2018	Replace	-	-	-	-		5,500
Beavermead Campground	Trailer	2013	Replace	-	-	-	-		10,000
Beavermead Campground	Washer & dryer	n/a	Purchase	7,000					
Warsaw Caves Conservation Area	Water system equipment	n/a	Refurbish	4,000					
Warsaw Caves Conservation Area	Washer & dryer	2010	Replace	-	7,000	-	-		-
Warsaw Caves Conservation Area	Flat-bottom (Jon) Boat	2009	Replace		-	5,000	-		-
Warsaw Caves Conservation Area	Mower	2008	Replace	-	10,000	-	-		-
Administration Office	YSI Pro DSS Water Quality M	2016	Replace	-	-	-	-		10,000
Administration Office	YSI 600QS Water Quality M	2003	Remove	-	-	-	-		-
Watershed	Hydro-meteorological Gauge	various	Refurbish	10,000	10,000	10,000	10,000	10,000	50,000
Furniture									
File cabinets	Manager, WMP office	n/a	Purchase	2,500					

Appendix A

Capital Asset Replacement Plan Continued...

Location	Description	Date Acquired		2021	2022	2023	2024	2025	2025-2030
Infrastructure - Dams									
Hope Mill Dam	Retaining wall	1969	Refurbish	63,000	-	-	-		
City of Peterborough	Jackson Creek Weir			-	-	-	-		
Hope Mill Dam & Lang Dam	Concrete rehabilitation	1970	Refurbish	-	30,000	30,000	30,000	30,000	150,000
Township of Cavan Monaghan	Millbrook Dam			-	-	-	-		
Warsaw Auxiliary Dam	Deck & erosion repairs	1981	Refurbish	297,000	-	-	-		
Township of Douro Dummer	Warsaw Back Dam	1981	Refurbish	-	-	-	-		
Warsaw Back Dam	Erosion & crack repairs	n/a	Refurbish	26,000					
Infrastructure - Other									
Gannon's Narrows	Road (0.4 km) & Parking	n/a	Refurbish	-	-	-	-		5,000
Harold Town	Parking Lot expansion	2012	Refurbish	-	-	-	-		20,000
Jackson Creek Trail	Trail	1992	Refurbish	100,000		-	-		-
Jackson Creek Trail	Bridge #2007	1992	Refurbish	72,000	-	-	-		-
Jackson Creek Trail	Bridge #2008	1992	Refurbish	56,000	-	-	-		-
Jackson Creek Trail	Bridge #2009	1992	Refurbish	26,000	-	-	-		-
Selwyn Beach	Road (0.9 km) & Parking	n/a	Refurbish			25,000			
Squirrel Creek Conservation Area	Road (1.8 km)	2016	Refurbish		-	-	-		15,000
Warsaw Caves Conservation Area	Road (3.3 km)	1969	Refurbish	-	-	56,000	-		-
Vehicles									
Administration Office	2006 Dakota	2009	Replace	25,000	-	-	-		-
Beavermead Campground	2007 Dakota	2013	Replace	-	25,000	-	-		-
Administration Office	2013 Sierra	2013	Replace	-	-	29,000	-		-
Warsaw Caves Conservation Area	2014 GMC Sierra	2017	Replace	-	-	-	29,500		-
Administration Office	2015 Chrysler	2015	Replace	-	-	-	-		30,000
Warsaw Caves Conservation Area	2015 Ranger	2015	Replace	-	-	-	-		15,000
Administration Office	2016 Dodge	2016	Replace	-	-	-	-		30,000
Administration Office	2019 Nissan Rogue	2018	Replace	-	-	-	-		30,500
Administration Office	2019 Nissan Rogue	2019	Replace	-	-	-	-		30,500
Total				711,000	137,300	213,500	103,000	53,500	516,500
									\$1,734,800



Otonabee
CONSERVATION

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