



City of
Peterborough

To: **Members of the Finance Committee**

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

Meeting Date: **January 10, 2023**

Subject: **2023 Budget for the Otonabee Region Conservation Authority Report CLSFS23-006**

Purpose

A report to inform Council that the 2023 Budget submission of the Otonabee Region Conservation Authority (ORCA) will be received on Tuesday, January 10, 2023.

Recommendation

That Council approve the recommendation outlined in Report CLSFS23-006, dated January 10, 2023, of the Commissioner of Corporate and Legislative Services as follows:

That the presentation and budget details presented to the January 10, 2023 Finance Committee by the Otonabee Region Conservation Authority for the 2023 Budget, be received for information.

Budget and Financial Implications

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

The Draft Budget as presented to Council includes a recommendation that the adjustment as a result of the final approved ORCA Budget be netted against the City's 2023 General Contingency provision. The resulting adjustment would increase the Contingency budget provision by \$2,165.

Background

The Finance Committee is scheduled to review the 2023 Draft Budget during the week of January 16, 2023. Tuesday, January 10, 2023, has been set aside to receive budget requests from outside Boards and Agencies.

Included on page 204 of the 2023 Draft Budget Highlights Book is a high-level summary of information included in the 2023 Draft Operating Budget for ORCA.

The chart below summarizes the difference from the amount included in the City's 2023 Draft Budget and ORCA's 2023 budget which was approved after the City's Draft Budget was prepared.

Service	2023 Requested	2023 Presentation Request	% Difference	\$ Difference
Otonabee Region Conservation Authority	814,460	812,295	-0.3%	(2,165)
- Water Source Protection	18,500	18,500	0.0%	0
Total Payable to ORCA	832,960	830,795	-0.3%	(2,165)

As noted in the 2023 Draft Budget Highlights Book, staff recommend that the \$2,165 adjustment 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 January 10, 2023.

Submitted by,

Richard Freymond
Commissioner of Corporate and Legislative Services

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Attachment:

Appendix A - 2023 Budget for the Otonabee Region Conservation Authority



2023 Proposed Operating & Capital Budget

October, 2022

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1.0 INTRODUCTION

This document outlines Otonabee Conservation's proposed 2023 Operating and Capital Budget. It identifies the resources required to deliver 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.

The Authority's programs and services are organized into four groups and the Categories, as follows:

- Natural Hazard Protection Program
- Conservation Lands Management Program
- Watershed Management Program
- Corporate Services

Section 2.0 provides details of the operating budget for the four program groups across 11 activity areas. Section 3.0 provides project level details of the proposed capital investments.

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.

The Board approved (June 16, 2022) Program and Inventory Transition Plan, as mandated by the province, play a significant role in aligning the 2023 proposed budget. In 2024, all conservation authorities in Ontario are required to utilize a new budget format and to help prepare Otonabee for this significant change, some of the formatting is being implemented this year.

The proposed operating 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.



2.0 OPERATING BUDGET

The proposed Operating Budget has been developed to deliver the Authority's programs and services.

The proposed operating budget (budget over budget) includes a 11% or \$353,875 increase in expenditures for a total operating budget of \$3,258,569

The proposed operating budget includes a 2.4% or \$30,562 increase in the general operating levy.

Appendix A

2022 Budget Overview:

Notable changes in expenditures and revenue in the 2022 operating budget are listed below:

Table 1 | Description of Changes in Expenditures from 2022

	Amount
2022 Budget	\$2,904,694
Compensation changes:	
Step progression – full-time staff	112,360
Change in compensation costs (summer/contract staff)	1,309
New compensation costs - Lakefield Campground	156,841
Other Expenses – Lakefield Campground	219,170
Consulting Services (one time cost in 2022)	-51,158
Gravel Pit Rehabilitation (one time cost in 2022)	-20,000
Decrease in non-recurring project costs	-40,394
Miscellaneous cost adjustments to all program areas	-29,253

Table 2 | 2022 Revenue Overview:

	Amount
2022 Budget	\$2,904,694
Forecasted increases in plan review & permitting fees	47,474
Forecasted increase in revenue for Lakefield Campground	425,000
Forecasted increase in revenue – Warsaw & Beavermead Campgrounds	14,000
Forecasted levy increase	30,862
Decrease in draw from reserves	-128,223
Decrease in forecasted grants	-46,250
Increases in miscellaneous revenue across programs	21,595

Table 3 | Highlights of 2023 Operating Budget

	Natural Hazards Protection Program		Conservation Lands Management Program		Watershed Management Program		Corporate Services		Total		
	2022	2023	2022	2023	2022	2023	2022	2023	2021	2022	2023
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Actual	Budget	Budget
Revenue											
APPORTIONMENT - OPERATING	\$ 408,544	\$ 453,432	\$ 119,524	\$ 125,000	87,612	\$ 67,500	\$ 631,360	\$ 631,670	1,212,227	\$ 1,247,040	1,277,602
Fees	371,026	418,500	475,000	914,000		-	-	-	931,323	846,026	1,332,500
Donations & Grants	114,000	100,250	35,000	30,000	137,500	105,000	-	5,000	284,789	286,500	240,250
Self-generated revenue	-	-	86,000	71,000	94,800	112,500	40,000	55,000	102,346	220,800	238,500
Reserves	50,000	-	28,223	-	-	-	50,000	-	-	128,223	-
Agreements	-	-	-	-	176,105	180,000	-	-	182,187	176,105	180,000
Other	-	-	-	-	-	-	-	-			
Total Revenue	943,570	\$ 972,182	\$ 743,747	\$ 1,140,000	\$ 496,017	465,000	\$ 721,360	\$ 691,670	2,712,872	2,904,694	3,268,852
Expenses											-
Salaries, benefits & training	795,370	\$ 813,377	\$ 459,347	\$ 621,132	\$ 328,788	\$ 337,056	\$ 437,910	\$ 457,570	1,852,809	\$ 2,021,415	2,229,135
Maintenance, services & supplies	39,200	37,960	105,500	152,240	51,750	53,381	110,350	107,850	243,261	306,800	351,431
Insurance, taxes & utilities	27,500	40,562	73,500	126,250	11,150	5,400	29,500	31,500	134,403	141,650	203,712
Professional services	70,500	69,332	4,500	7,500	8,000	4,500	61,500	12,000	83,071	144,500	93,332
Travel & staff expenses	5,000	4,950	9,500	10,000	8,000	5,828	5,000	5,000	20,085	27,500	25,778
Other expenses	6,000	6,000	71,400	207,596	2,700	3,600	50,600	47,750	133,035	130,700	264,946
Non-recurring Project Expenses	-	-	20,000	5,000	85,629	55,235	-	5,000	50,277	105,629	65,235
Vehicle fleet	-	-	-	-	-	-	26,500	25,000	28,792	26,500	25,000
Total Expenses	\$ 943,570	\$ 972,181	\$ 743,747	\$ 1,129,718	\$ 496,017	\$ 465,000	\$ 721,360	\$ 691,670	2,545,733	2,904,694	3,258,569

2.1 Natural Hazard Protection Program

2.1.1 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*

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

Budget Information:

Plan Review & Permitting Services			
	2021 Actual	2022 Budget	2023 Budget
Apportionment	\$ 308,730	\$ 253,843	\$ 287,932
Fees	493,904	371,026	418,500
Donations & Grants	24,562	25,792	12,750
Self-generated revenue		-	-
Reserves		-	-
Agreements		-	-
Other		-	-
	<u>\$ 827,196</u>	<u>\$ 650,661</u>	<u>\$ 719,182</u>
Salaries, Benefits & Training	\$ 584,569	\$ 590,161	\$ 663,172
Maintenance, Services & Supplies	6,146	13,500	6,010
Insurance Taxes & Utilities	23,468	20,000	35,000
Professional Services	6,409	18,000	6,000
Travel & Staff Expenses	6,580	3,000	3,000
Other Expenses	9,136	6,000	6,000
Non-recurring Project Expenses		-	-
	<u>\$ 636,308</u>	<u>\$ 650,661</u>	<u>\$ 719,182</u>

Appendix A

Explanatory Notes:

- These objectives align with the provincially mandated program and service regulation.
- The estimated number of permits to be issued and number of *Planning Act* application to be reviewed is based on the average annual volume for the last 3 years.
- There is no change to our current role.

Acquire and manage information about natural hazard areas.

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

Budget Information:

Natural Hazards Mapping			
	2021 Actual	2022 Budget	2023 Budget
Apportionment	\$ -	\$ 91,713	\$ 80,500
Fees	-		-
Donations & Grants	-		-
Self-generated revenue	-		-
Reserves	-	50,000	-
Agreements	-		-
Other	-		-
	<hr/>		
	\$ -	\$ 141,713	\$ 80,500
Salaries, Benefits & Training	\$ -	\$ 89,713	\$ 9,619
Maintenance, Services & Supplies	-	1,000	10,500
Insurance Taxes & Utilities	-	1,000	-
Professional Services	-	50,000	60,381
Travel & Staff Expenses	-	-	-
Other Expenses	-	-	-
Non-recurring Project Expenses	-	-	-
	<hr/>		
	\$ -	\$ 141,713	\$ 80,500

Explanatory Notes:

- 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.
- The Authority did not undertake any flood plain mapping projects in 2021.

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.

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

Budget Information:

Natural Hazards Operations			
	2021 Actual	2022 Budget	2023 Budget
Apportionment	\$ 77,980	\$ 62,988	\$ 85,000
Fees		-	-
Donations & Grants	85,707	88,208	87,500
Self-generated revenue		-	-
Reserves		-	-
Agreements		-	-
Other		-	-
	<u>\$ 163,687</u>	<u>\$ 151,196</u>	<u>\$ 172,500</u>
Salaries, Benefits & Training	\$ 116,628	\$ 115,496	\$ 140,586
Maintenance, Services & Supplies	5,133	24,700	21,450
Insurance Taxes & Utilities	2,947	6,500	5,562
Professional Services	2,411	2,500	2,951
Travel & Staff Expenses	215	2,000	1,950
Other Expenses	352	-	-
Non-recurring Project Expenses	-	-	-
	<u>\$ 127,686</u>	<u>\$ 151,196</u>	<u>\$ 172,499</u>

Explanatory Notes:

- These objectives align with the provincially mandated program and services regulation.
- There is no change to our current role.

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.

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:

Conservation Land Operations - Protection, Recreation & Resource Development				
	2021 Actual	2022 Budget	2023 Budget	
Apportionment	\$ 115,735	\$ 119,524	\$ 125,000	
Fees	5,908	11,000	5,000	
Donations & Grants	32,870	25,000	20,000	
Self-generated revenue	2,542	22,500	10,000	
Reserves	-	28,223	-	
Agreements	-	-	-	
Other	-	-	-	
	<u>\$ 157,055</u>	<u>206,247</u>	<u>\$ 160,000</u>	
Salaries, Benefits & Training	\$ 118,610	\$ 149,907	\$ 110,187	
Maintenance, Services & Supplies	22,575	16,000	24,500	
Insurance Taxes & Utilities	42,285	45,000	60,000	
Professional Services	4,507	2,000	5,000	
Travel & Staff Expenses	6,389	4,500	5,000	
Other Expenses	1,580	1,100	1,100	
Non-recurring Project Expenses	11,893	27,500	5,000	
	<u>\$ 207,839</u>	<u>\$ 246,007</u>	<u>\$ 210,787</u>	

Explanatory Notes:

- Manage and maintain lands for natural heritage protection and recreation purposes aligns with the provincially mandated program and service regulation.
- The objective for managing and maintaining lands for resource development aligns with non-mandatory “other” programs and services.
- There is no change from our current activity.

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

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

Budget Information:

Beavermead Campground			
	2021	2022	2023
	Actual	Budget	Budget
Apportionment	\$ -	\$ -	\$ -
Fees	305,737	297,400	289,000
Donations & Grants	13,297	5,000	5,000
Self-generated revenue	18,631	27,500	36,000
Reserves	-	-	-
Agreements	-	-	-
Other	-	-	-
	\$ 337,665	\$ 329,900	\$ 330,000
Salaries, Benefits & Training	\$ 158,055	\$ 178,795	\$ 192,444
Maintenance, Services & Supplies	26,544	31,500	29,240
Insurance Taxes & Utilities	16,397	18,000	17,750
Professional Services	-	1,000	1,000
Travel & Staff Expenses	-	2,500	2,500
Other Expenses	63,617	50,150	59,136
Non-recurring Project Expenses	-	-	-
	\$ 264,613	\$ 281,945	\$ 302,070

Lakefield Campground				
	2021	2022	2023	
	Actual	Budget	Budget	
Apportionment	\$ -	\$ -	\$ -	
Fees	-	-	425,000	
Donations & Grants	-	-	-	
Self-generated revenue	-	-	-	
Reserves	-	-	-	
Agreements	-	-	-	
Other	-	-	-	
	\$ -	\$ -	\$ 425,000	
Salaries, Benefits & Training	\$ -	\$ -	\$ 169,731	
Maintenance, Services & Supplies	-	-	38,000	
Insurance Taxes & Utilities	-	-	43,000	
Professional Services	-	-	-	
Travel & Staff Expenses	-	-	-	
Other Expenses	-	-	137,210	
Non-recurring Project Expenses	-	-	-	
	\$ -	\$ -	\$ 387,941	

Warsaw Caves Campground			
	2021 Actual	2022 Budget	2023 Budget
Apportionment	\$ -	\$ -	\$ -
Fees	131,628	166,600	195,000
Donations & Grants	20,351	5,000	5,000
Self-generated revenue	17,247	36,000	25,000
Reserves	-	-	-
Agreements	-	-	-
Other	-	-	-
	<u>\$ 169,226</u>	<u>\$ 207,600</u>	<u>\$ 225,000</u>
Salaries, Benefits & Training	\$ 120,172	\$ 130,946	\$ 148,770
Maintenance, Services & Supplies	43,513	58,000	60,500
Insurance Taxes & Utilities	9,193	10,500	5,500
Professional Services	-	1,500	1,500
Travel & Staff Expenses	3,468	2,500	2,500
Other Expenses	9,039	12,650	10,150
Non-recurring Project Expenses	-	-	-
	<u>\$ 185,385</u>	<u>\$ 216,096</u>	<u>\$ 228,920</u>

Explanatory Notes:

- The objective for operating campgrounds aligns with municipal non-mandatory programs and services.
- New to the Authority services is operating Lakefield Campground.

2.3 Watershed Management Program

2.3.1 Drinking Water Source Protection

Develop a watershed-based resource management strategy as per O. Reg 687/21 by December 31, 2024.

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 administrative support to the Otonabee-Peterborough Source Protection Authority and effective liaison with the Source Protection Committee to meet the obligations under the Trent Source Protection Plan and the Clean Water Act.

Budget Information:

Drinking Water Source Protection			
	2021 Actual	2022 Budget	2023 Budget
Apportionment	\$ 5,000	\$ 5,000	\$ -
Fees	-	-	-
Donations & Grants	55,742	60,000	65,000
Self-generated revenue	-	-	-
Reserves	-	-	-
Agreements	115,000	115,000	115,000
Other	-	-	-
	<u>\$ 175,742</u>	<u>\$ 180,000</u>	<u>\$ 180,000</u>
Salaries, Benefits & Training	\$ 147,139	\$ 150,315	\$ 167,534
Maintenance, Services & Supplies	302	15,800	5,966
Insurance Taxes & Utilities	1,903	2,750	2,900
Professional Services	328	6,000	1,000
Travel & Staff Expenses	-	2,500	500
Other Expenses	466	1,600	2,100
Non-recurring Project Expenses	-	-	-
	<u>\$ 150,138</u>	<u>\$ 178,965</u>	<u>\$ 180,000</u>

Appendix A

Explanatory Notes:

- New in the provincially mandated program and service regulation is a requirement to prepare a watershed-based resource management strategy for water resources.
- The objectives for Drinking Water Source Protection aligns with the provincially mandated program and service regulation.
- The objectives for providing the Risk Management Office function and education and outreach services aligns with municipal non-mandatory programs and services.
- There is no change from our current activities.

2.3.2 Natural Heritage 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.

Develop a watershed-based management strategy for water resources.

Implement provincial water quality & groundwater quantity monitoring programs

Budget Information:

Natural Heritage Review & Monitoring			
	2021 Actual	2022 Budget	2023 Budget
Apportionment	\$ 27,975	\$ 40,966	\$ 50,000
Fees	-	-	-
Donations & Grants	-	-	-
Self-generated revenue	-	-	-
Reserves	-	-	-
Agreements	62,628	61,105	65,000
Other	-	-	-
	<u>\$ 90,603</u>	<u>\$ 102,071</u>	<u>\$ 115,000</u>
Salaries, Benefits & Training	\$ 65,662	\$ 79,877	\$ 102,452
Maintenance, Services & Supplies	36,148	1,500	4,000
Insurance Taxes & Utilities	200	1,400	500
Professional Services	-	-	1,200
Travel & Staff Expenses	-	-	2,328
Other Expenses	-	-	-
Non-recurring Project Expenses	9,579	20,329	4,520
	<u>\$ 111,589</u>	<u>\$ 103,106</u>	<u>\$ 115,000</u>

Explanatory Notes:

- The objectives align with both municipal and other non-mandatory programs and services.
- There is no change from our current activity.

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.

Budget Information:

Land Stewardship Services & Conservation Education			
	2021 Actual	2022 Budget	2023 Budget
Apportionment	\$ 31,635	\$ 41,646	\$ 17,500
Fees	-	-	-
Donations & Grants	58,505	87,500	40,000
Self-generated revenue	29,615	84,800	112,500
Reserves	-	-	-
Agreements	4,559	-	-
Other	-	-	-
	\$ 124,314	\$ 213,946	\$ 170,000
Salaries, Benefits & Training	\$ 103,044	\$ 111,814	\$ 67,070
Maintenance, Services & Supplies	23,340	34,450	43,415
Insurance Taxes & Utilities	8,682	8,000	2,000
Professional Services	2,535	2,000	2,300
Travel & Staff Expenses	6,411	5,500	3,000
Other Expenses	789	1,100	1,500
Non-recurring Project Expenses	23,376	65,300	50,715
	\$ 168,177	\$ 228,164	\$ 170,000

Explanatory Notes:

- Objectives for education and stewardship services align with other non-mandatory programs and services. There is no change from our current activity.

2.4 General Operating Costs

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 (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:

General Operating Expenses			
	2021 Actual	2022 Budget	2023 Budget
Apportionment	\$ 635,960	\$ 631,360	\$ 631,670
Fees	-	-	-
Donations & Grants	-	-	5,000
Self-generated revenue	21,337	40,000	55,000
Reserves	-	50,000	-
Agreements	-	-	-
Other	-	-	-
	<u>\$ 657,297</u>	<u>\$ 721,360</u>	<u>\$ 691,670</u>
Salaries, Benefits & Training	\$ 429,627	\$ 437,910	\$ 457,570
Maintenance, Services & Supplies	111,574	110,350	107,850
Insurance Taxes & Utilities	29,527	29,500	31,500
Professional Services	66,881	61,500	12,000
Travel & Staff Expenses	443	5,000	5,000
Other Expenses	47,693	50,600	47,750
Vehicle Fleet	25,370	26,500	25,000
Non-recurring Project Expenses	-	-	5,000
	<u>\$ 711,115</u>	<u>\$ 721,360</u>	<u>\$ 691,670</u>

Explanatory Notes:

- The objectives align with the proposed regulatory provisions to address on-going organizational costs that are not directly related to the delivery of a specific program or service. There is no change from our current activity.
- Corporate Services has been renamed General Operating Costs for ease and alignment with the transition plan.

2.4.1 Organizational Excellence

Implement new regulatory requirements under the Conservation Authorities Act. These are anticipated to include:

The implementation of the Transition Plan, as approved in the proposed Minister's Regulation for Municipal Agreements & Transition Period

Ensure Cost Apportioning Agreements are in place by June 2023 with municipalities

Ensure the 2024 budget is prepared in the mandated format by December 2023.

Review and update the Authority's "Watershed Planning and Regulation Policy Manual" to conform with any changes to the Sec. 28 regulations

Develop a new, Board approved, Strategic Plan for the organization.

Continue to provide leadership and implement the Otonabee Conservation Climate Change Strategy

Advance the Authority's relationship with the Indigenous people and communities of Treaty #20 and Williams Treaty

Enhance the Authority's use of technology to better connect, communicate, share information, and deliver services

Develop and implement a new website

Undertake initiatives to improve stakeholder outreach and communications, and customer service

Maintain a healthy and safe workplace

3.0 CAPITAL BUDGET

The capital budget for 2023 proposes to invest \$105,000 in tangible capital assets.

In summary the proposed investments include:

- \$10,300 to replace, computers and replace gutters at the Administrative Office
- \$38,500 to refurbish roads and parking areas at Warsaw Caves Conservation Area
- \$37,000 to purchase a vehicle and riding lawnmower for the Lakefield Campground
- \$1,500 to purchase a canoe for Warsaw Caves
- \$15,000 to contribute matching funds for the FedDev projects.

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

Appendix A
Table 4 | Capital Investments

Program Area & Description	Project Cost
Conservation Lands Program	
Refurbish road and parking areas at Warsaw Caves CA	\$ 38,500
Warsaw Dam Railing Replacement	3,500
Purchase riding mower - Lakefield Campground	7,000
Purchase Vehicle - Lakefield Campground	30,000
Replace canoe at Warsaw Caves	1,500
Contribution to FedDev projects	11,500
Corporate Services	
Replace 2 computers	3,000
Upgrades to Administration Office - replace gutters	10,000

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 2023, the Authority proposes to assess a total levy in the amount of \$1,382,602 as follows:

- General operating levy in the amount of \$1,277,602
- General capital levy in the amount of \$105,000.

This represents an increase of \$30,562 or 2.4% from the previous year

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.

Appendix A

Table 5 | Municipal Levy 2023

Municipal Levy 2023					Operating Levy	
Municipality	Modified CVA Based Apportionment %	Proposed Operating Levy Apportionment	Proposed Capital Levy Apportionment	Total Municipal Levy	Category 1 - Operating Levy (97%)	Category 3 - Operating Levy (3%)
Asphodel-Norwood	2.6166	\$ 33,430	\$ 2,747	\$ 36,177	\$ 32,449	\$ 981
Cavan-Monaghan	7.3074	\$ 93,359	\$ 7,673	\$ 101,032	\$ 90,619	\$ 2,740
City of Kawartha Lakes	0.6708	\$ 8,571	\$ 704	\$ 9,275	\$ 8,319	\$ 252
City of Peterborough	58.7512	\$ 750,606	\$ 61,689	\$ 812,295	\$ 728,574	\$ 22,032
Douro-Dummer	7.5627	\$ 96,622	\$ 7,941	\$ 104,563	\$ 93,786	\$ 2,836
Otonabee-South Monaghan	5.5802	\$ 71,293	\$ 5,859	\$ 77,152	\$ 69,201	\$ 2,093
Selwyn	17.4840	\$ 223,376	\$ 18,359	\$ 241,735	\$ 216,819	\$ 6,556
Trent Hills	0.0270	\$ 345	\$ 28	\$ 373	\$ 335	\$ 10
TOTAL	100.00	\$ 1,277,602	\$ 105,000	\$ 1,382,602	\$ 1,240,102	\$ 37,500

Table 6 | Municipal Levy 2022

Municipal Levy 2022				
Municipality	Modified CVA Based Apportionment %	Proposed Operating Levy Apportionment	Proposed Capital Levy Apportionment	Total Proposed Operating & Capital Levy
Asphodel-Norwood	2.5525	\$ 31,831	\$ 2,680	\$ 34,511
Cavan-Monaghan	7.1294	\$ 88,906	\$ 7,486	\$ 96,392
City of Kawartha Lakes	0.6711	\$ 8,369	\$ 705	\$ 9,074
City of Peterborough	59.0311	\$ 736,142	\$ 61,983	\$ 798,125
Douro-Dummer	7.5928	\$ 94,685	\$ 7,972	\$ 102,657
Otonabee-South Monaghan	5.4640	\$ 68,138	\$ 5,737	\$ 73,875
Selwyn	17.5321	\$ 218,632	\$ 18,409	\$ 237,041
Trent Hills	0.0269	\$ 337	\$ 28	\$ 365
TOTAL	100.00	\$ 1,247,040	\$ 105,000	\$ 1,352,040



5.0 APPENDIX

APPENDIX A | Program and Service Descriptions and Performance Metrics

NATURAL HAZARD PROTECTION PROGRAM - PLAN REVIEW & PERMITTING SERVICES		
Description of Activities	Category	2023 Performance Objectives
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	1	Receive, review and issue 250-325 permits and achieve service standards (timelines) 90% of the time
		Receive, review and comment on 325 to 350 Planning Act applications for natural hazard matters
		Respond to 25 to 50 legal inquiries

NATURAL HAZARD PROTECTION PROGRAM - NATURAL HAZARDS MAPPING		
Description of Activities	Category	2023 Performance Objectives
Acquire and manage information about natural hazard areas	1	Undertake communications initiatives to inform stakeholders of 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
		Inventory and evaluate all flood plain mapping currently on file and prepare and put in place a program for acquiring and/or updating mapping and managing information about natural hazard areas. Participate in acquisition of new air photos in partnership with MNRF.

NATURAL HAZARD PROTECTION PROGRAM - NATURAL HAZARDS		
Description of Activities		2023 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, and 2 snow stations and supporting data/information management applications
		Issue flood messages as required – annual average is 25
Monitor watershed conditions to detect low water conditions and support the Low Water Response Team to respond to low water events		Coordinate local Water Response Team
Deliver water safety and natural hazard related education programs		Deliver the Spring Water Awareness Program to 10 schools
Complete a comprehensive mandated dam management plan		Dam management plan are completed and approved for 8 dams

CONSERVATION LANDS MANAGEMENT PROGRAM - CONSERVATION LANDS MANAGEMENT		
Description of Activities	Category	2023 Performance Objectives
Manage and maintain land owned by the Authority for natural heritage protection	1	Prepare a Conservation Area Strategy (<i>Reg 686/21</i>) which includes overarching objectives, operations and policies for the acquisition and disposition for all Authority owned lands
		Manage and maintain properties in accordance with section 29 regulations and the direction found in the approved management plans ~ Implement a risk-based property management program – classifying lands according to risk, install signs, undertake inspections and compliance actions ~ Undertake actions and projects that address incidents of encroachment/trespass and unauthorized activities (compliance program)
		Prepare a Hazard Tree Policy
Undertake resource development (i.e., forest management) on land owned by the Authority	1	Complete 5 year review of the Managed Forest Plan as per the requirements of the Managed Forest Tax Incentive Program.
		Replant 15,466 trees in 7 blocks at the Hope Mill Conservation Area and Darling Wildlife Area.
		Complete the rehabilitate the Authority's gravel pit and relinquish the licence issued under the Aggregate Resources Act (carry over in the event it is not fully completed in 2022)

CONSERVATION LANDS MANAGEMENT PROGRAM - CONSERVATION LANDS MANAGEMENT continued		
Description of Activities	2023 Performance Objectives	
Undertake land management activities on lands owned by the Authority for recreation purposes	1	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) at Harold Town; Miller Creek; Gannon's Narrows; Imagine the Marsh; Jackson Creek Trail; Selwyn Beach
		Continue partnerships and agreements with community groups who provide services

CONSERVATION LANDS PROGRAM - BEAVERMEAD, WARSAW AND LAKEFILED CAMPGROUNDS		
Description of Activities	Category	2023 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 13 to October 9, 2022 (150 nights) for Beavermead, Warsaw and Lakefield campgrounds.
		Refurbish road at Warsaw CA (carry over capital project from 2022)

WATERSHED MANAGEMENT PROGRAM - WATER RESOURCE SERVICES		
Description of Activities	Category	2022 Performance Objectives
Develop a watershed-based resource management strategy as per <i>O. Reg 687/21</i> by December 31, 2024	1	Initiate the development of a watershed-based resource management strategy to ensure the programs and services of Otonabee Conservation address or manage local watershed triggers, issues and risks
Implement provincial surface water quality & groundwater quantity monitoring programs	1	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
Implement local water monitoring activities	3	Participate in the Ontario Benthos Biomonitoring Network by collecting and identifying aquatic invertebrates and collecting water quality information and collect surface water samples at 4 locations for use in Watershed Report Card
<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>	1	Coordinate Source Protection Authority meetings, minutes and administration (2-3 meetings per year)
		Complete annual reporting requirements
		Meet policy and legislative requirements
		Effective liaison and support as required with the Source Protection Committee

WATERSHED MANAGEMENT PROGRAM - WATER RESOURCE SERVICES Continued		
Description of Activities	Category	2023 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>	1	Receive and respond to 50+ inquiries
		Complete negotiation of risk management plans as required
		Receive and review 30 to 40 Section 59 applications and issue notices as required
		Support municipalities to implement and enforce the Clean Water Act and Trent Source Protection Plan policies
		Complete annual reporting requirements

WATERSHED MANAGEMENT PROGRAM - NATURAL RESOURCE CONSERVATION SERVICES		
Description of Activities	Category	2023 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.)
		Offer the Tree Seedling Sale Program
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	2	Receive, review and comment on 10 to 15 natural heritage reports/evaluations as per Memorandum of Understanding agreements with member municipalities and to receive, review and comment on 325 to 350 Planning Act applications for natural heritage matters
	2	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	2	Undertake 1-3 post-development monitoring programs

WATERSHED MANAGEMENT PROGRAM - COMMUNITY ENGAGEMENT		
Description of Activities	Category	2023 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	2023 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
		Ensure that legislative reporting requirements are met
		Produce audited financial statements for 2022
		Agenda packages, meeting minutes and other materials are posted in accordance with legislative requirements
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	Prepare for Board approval an operating & capital budget for 2023 that conforms with regulatory funding requirements
		Develop an Asset Management Plan
		Provide the Board with quarterly financial and activity update
Provide communications & marketing services	1	Produce the 2022 Annual Report
		Continue to nurture our relationship with the media to obtain positive media coverage about the Authority's programs, services, and activities
		Increase the number of subscribers to the monthly e-newsletter, social media and web users
		Grow opportunities to sponsor, grant and donate to projects and programs

ORGANIZATIONAL EXCELLENCE			
Description of Activities		Category	2023 Performance Objectives
<p>Implement new regulatory requirements under the <i>Conservation Authorities Act</i>. These are anticipated to include:</p> <p>~ The implementation of the Transition Plan, as approved in the proposed Minister's Regulation for Municipal Agreements & Transition Period</p> <p>~ Ensure Cost Apportioning Agreements are in place by June 2023 with municipalities</p> <p>~ Ensure the 2024 budget is prepared in the mandated format by December 2023.</p> <p>~ Review and update the Authority's "Watershed Planning and Regulation Policy Manual" to conform with any changes to the Sec. 28 regulations</p>		1	<p>Fillful, in a timely manner, the mandate and legal responsibilities of the organization</p> <p>Review if it is required to engage Watson in a comprehensive fees review following the approval of the Fees Policy</p>
Develop a new, Board approved, Strategic Plan for the organization.		3	Staff recommend the incoming Board develops/approves a Strategic Plan utilizing in house resources
ORGANIZATIONAL EXCELLENCE continued			
Continue to provide leadership and implement the Otonabee Conservation Climate Change Strategy		3	Implement action items as identified in implementation plan and complete Annual Report Card to track accomplishments and implementation status
			Include implementation of the Climate Change Strategy in the new Strategic Plan

			Incorporate Climate Change considerations in Conservation Areas Strategy
			Seek external funding to support installation of electric vehicle charging stations at Administrative Office and Conservation Areas
			Develop and initiate methodology for data collection and analysis to quantify future impacts of climate change on floodplain mapping
			Facilitate discussions with municipalities to share best practices, strategies and measures.
			Support and encourage Otonabee Conservation Green Team initiatives
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 in 3 to 4 initiatives
ORGANIZATIONAL EXCELLENCE continued			
Enhance the Authority's use of technology to better connect, communicate, share information, and deliver services		3	Make regulated area mapping and flood plain mapping available to the public on-line via web-based GIS
Develop and implement a new website			Increase access to external and internal services. Bring the website in compliance to the required level of AODA accessibility (pending 2025) as per WCAG 2.0 Level AA Guidelines. Reduce carbon footprint and the reliance on paper-based. Increase online services and web payments and self service options

ORGANIZATIONAL EXCELLENCE		
Description of Activities	Category	2023 Performance Objectives
<p>Implement new regulatory requirements under the <i>Conservation Authorities Act</i> . These are anticipated to include:</p> <ul style="list-style-type: none"> ~ The implementation of the Transition Plan, as approved in the proposed Minister's Regulation for Municipal Agreements & Transition Period ~ Ensure Cost Apportioning Agreements are in place by June ~ Ensure the 2024 budget is prepared in the mandated format by December 2023. ~ Review and update the Authority's "Watershed Planning and Regulation Policy Manual" to conform with any changes to the Sec. 28 regulations 	1	<p>Fillful, in a timely manner, the mandate and legal responsibilities of the organization</p> <p>Review if it is required to engage Watson in a comprehensive fees review following the approval of the Fees Policy</p>
Develop a new, Board approved, Strategic Plan for the organization.	3	Staff recommend the incoming Board develops/approves a Strategic Plan utilizing in house resources

ORGANIZATIONAL EXCELLENCE continued		
Continue to provide leadership and implement the Otonabee Conservation Climate Change Strategy	3	Implement action items as identified in implementation plan and complete Annual Report Card to track accomplishments and implementation status
		Include implementation of the Climate Change Strategy in the new Strategic Plan
		Incorporate Climate Change considerations in Conservation Areas Strategy
		Seek external funding to support installation of electric vehicle charging stations at Administrative Office and Conservation Areas
		Develop and initiate methodology for data collection and analysis to quantify future impacts of climate change on floodplain mapping
		Facilitate discussions with municipalities to share best practices, strategies and measures.
		Support and encourage Otonabee Conservation Green Team initiatives
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 in 3 to 4 initiatives

ORGANIZATIONAL EXCELLENCE continued		
Enhance the Authority's use of technology to better connect, communicate, share information, and deliver services	3	Make regulated area mapping and flood plain mapping available to the public on-line via web-based GIS
Develop and implement a new website		Increase access to external and internal services. Bring the website in compliance to the required level of AODA accessibility (pending 2025) as per WCAG 2.0 Level AA Guidelines. Reduce carbon footprint and the reliance on paper-based. Increase online services and web payments and self service options
Undertake initiatives to improve stakeholder outreach and communications, and customer service	3	Migrate customer survey initiatives to all program and service areas
Maintain a healthy and safe workplace	1	Ensure staff, contractors, volunteers have the required knowledge and support. Effectively support the H&S Committee

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.

In 2023 the Asset Management Plan is required to be updated.

Appendix A

Capital Asset Replacement Plan

Asset Category	Location	Asset Description	Planned Action	Condition	2023	2024	2025	2026	2027- 2032
Building	Administration Office	Building and renovations	Refurbish	C	-	-	-	-	-
Building	Gannon's Narrows	Outhouse	Refurbish	B	-	-	-	-	-
Building	Miller Creek Wildlife Area	Viewing Tower	Replace	C	-	-	-	65,000	-
Building	Selwyn Beach Conservation Area	Picnic shelter - group camp	Refurbish	C	5,000	-	-	-	-
Building	Selwyn Beach Conservation Area	Picnic shelter - beach	Refurbish	C	5,000	-	-	-	-
Building	Selwyn Beach Conservation Area	Garage	Refurbish	C	1,500	-	-	-	5,000
Building	Selwyn Beach Conservation Area	Changehouse	-	-	-	-	-	-	-
Building	Selwyn Beach Conservation Area	Outhouses (6)	-	-	-	-	-	-	-
Building	Squirrel Creek Conservation Area	Picnic Shelter	Refurbish	C	5,000	-	-	-	-
Building	Squirrel Creek Conservation Area	Picnic Shelter	Refurbish	C	5,000	-	-	-	-
Building	Warsaw Caves Conservation Area	Workshop	Refurbish	C	10,000	-	-	-	-
Building	Warsaw Caves Conservation Area	Gatehouse		A	-	-	-	-	-
Building	Warsaw Caves Conservation Area	Picnic shelter - Beach	Refurbish	B	-	-	-	-	5,000
Building	Warsaw Caves Conservation Area	Vault privy - Beach		B	-	-	-	-	-
Building	Warsaw Caves Conservation Area	Outhouses (11)			-	-	-	-	-
Building	Warsaw Caves Conservation Area	Comfort Station		B	-	-	-	-	-
Building	Warsaw Caves Conservation Area	Storage shed	Refurbish	C	10,000	-	-	-	-
Building	Warsaw Caves Conservation Area	Drive shed	Refurbish	B	-	-	-	-	10,000
Building	Warsaw Caves Conservation Area	Water Treatment Shed	Refurbish	C	6,000	-	-	-	-
Building	Warsaw Caves Conservation Area	Firewood Shed	Replace		-	-	-	-	10,000
Building	Hope Mill Conservation Area	Sawmill		B	-	-	-	-	-
Computers	Administration Office	Server	Replace	C	15,000	-	-	-	30,000
Computers	Administration Office	Scanner for IMS	Replace	C	4,000	-	-	-	-
Computers	Administration Office	Desktop - GIS	Replace	C	2,500	-	-	-	-

Appendix A
Capital Asset Replacement Plan Continued...

Asset Category	Location	Asset Description	Planned Action	Condition	2023	2024	2025	2026	2027- 2032
Computers	Administration Office	Laptops (5)	Replace	C	8,000	-	-	-	-
Computers	Administration Office	Laptop - Communications (1)	Replace	B	-	2,200	-	-	-
Computers	Administration Office	Laptop - Engineering (1)	Replace	B	-	2,500	-	-	-
Computers	Administration Office	Laptops - Standard (5)	Replace	B	-	8,000	-	-	-
Computers	Administration Office	All computers	Replace		-	-	8,500	9,000	32,000
Furniture	Administration Office - Watershed Biologist	Desk	Replace	A	-	-	-	-	2,500
Furniture	Administration Office - Engineering Technologist	Desk	Replace	A	-	-	-	-	2,500
Furniture	Administration Office - Manager Corporate Services	Desk	Replace	A	-	-	-	-	2,500
Furniture	Administration Office - Chief Administrative Officer	Desk	Replace	A	-	-	-	-	2,500
Furniture	Administration Office - Manager Watershed Management	Desk	Replace	A	-	-	-	-	2,500
Furniture	Administration Office - Chief Administrative Officer	Credenza	Replace	A	-	-	-	-	2,500
Furniture	Administration Office - Manager, Plan Review & Permitting Services	Desk	Replace	A	-	-	-	-	2,500
Furniture	Administration Office - Planner	Desk	Replace	A	-	-	-	-	2,500
Furniture	Administration Office - Board Room	Podium	Replace	A	-	-	-	-	2,000
Furniture	Administration Office - Adjustable Table reception	Table	Replace	A	-	-	-	-	2,500
Furniture	Administration Office - Manager Conservation Lands	Desk	Replace	A	-	-	-	-	2,500
Furniture	Administration Office - Manager Corporate Services	Storage cabinet	Replace	A	-	-	-	-	1,500
Furniture	Administration Office - Manager Corporate Services	File cabinets	Replace	A	-	-	-	-	2,000
Furniture	Administration Office - Storage room	Safe		A	-	-	-	-	-
Furniture	Warsaw Caves Gatehouse	Desk & credenzas	Replace	A	-	-	-	-	14,500
Equipment	Administration Office	TV for Boardroom	Replace	A	2,000	-	-	-	-
Equipment	Administration Office - lower level	HVAC System	Replace	A	-	-	9,500	-	-
Equipment	Administration Office - server room	Air conditioner	Replace	A	-	-	-	-	3,500
Equipment	Administration Office - upper level	HVAC System	Replace	A	-	-	-	-	9,500
Equipment	Beavermead Campground	Trailer	Replace	B	-	-	-	-	10,000

Appendix A
Capital Asset Replacement Plan Continued...

Equipment	Beavermead Campground	Firewood Shed	Replace	B	-	-	-	-	5,000
Equipment	Warsaw Caves Conservation Area	Flagpole	Replace	B	-	-	-	-	2,500
Equipment	Warsaw Caves Conservation Area	Washer & dryer	Replace	C	-	-	-	7,500	-
Equipment	Warsaw Caves Conservation Area	Flat-bottom (Jon) Boat	Replace	B	-	-	-	-	-
Equipment	Warsaw Caves Conservation Area	Riding Mower	Replace	C	-	-	-	-	-
Equipment	Warsaw Caves Conservation Area	Tiller		B	-	-	-	-	-
Equipment	Administration Office	YSI Pro DSS Water Quality Monitoring Sonde, Dis	Replace	A	-	-	-	-	12,000
Equipment	Millbrook Dam	Cedar fencing		A	-	-	-	-	-
Equipment	Warsaw Caves Conservation Area	Landscape Trailer	Replace	B	-	-	-	-	3,200
Equipment	Adminstration Office	Office Sign		A	-	-	-	-	-
Equipment	Warsaw Caves Conservation Area	Canoes (12)	Replace	C	1,600	1,600	1,600	1,600	-
Equipment	Warsaw Caves Gatehouse	Electronic Sign	Replace	A	-	-	8,000	-	-
Equipment	Millbrook Dam	Buoy Line	Replace	A	-	-	-	-	16,000
Equipment	Hope Mill Dam	Buoy Line	Replace	B	-	-	-	16,000	-
Equipment	Beavermead Campground	Washer & dryer	Replace	A	-	-	-	-	7,500
Equipment	Warsaw Caves Conservation Area	Precipitation gauges	Replace	B	-	2,750	-	-	-
Equipment	Norwood	Precipitation gauge and vandal proof shelter	Replace	A	-	-	-	-	2,750
Equipment	Near Westwood	Precipitation gauge and vandal proof shelter	Replace	B	-	2,750	-	-	-
Equipment	Hope Mill	Precipitation gauge and vandal proof shelter	Replace	B	-	-	2,750	-	-
Equipment	ORCA Admin Office	Tipping bucket rain gauges	Replace	B	-	-	2,750	-	-
Equipment	Asphodel Park	Precipitation gauge and vandal proof shelter	Replace	B	-	2,750	-	-	-
Equipment	Jackson Park	Precipitation gauge and vandal proof shelter	Replace	B	-	2,750	-	-	-
Equipment	ORCA Admin Office	Snow survey kit including Mt Rose or Federal type	Replace	A	-	-	-	-	2,500
Equipment	ORCA Admin Office	Shed	Replace	C	-	-	-	-	15,000

Appendix A
Capital Asset Replacement Plan Continued...

Asset Category	Location	Asset Description	Planned Action	Condition	2023	2024	2025	2026	2027- 2032
Equipment	Beavermead Campground	Firewood Shed	Replace	B	-	-	-	-	5,000
Equipment	Warsaw Caves Conservation Area	Flagpole	Replace	B	-	-	-	-	2,500
Equipment	Warsaw Caves Conservation Area	Washer & dryer	Replace	C	-	-	-	7,500	-
Equipment	Warsaw Caves Conservation Area	Flat-bottom (Jon) Boat	Replace	B	-	-	-	-	-
Equipment	Warsaw Caves Conservation Area	Gas Shed	Replace	C	10,000	-	-	-	-
Equipment	Warsaw Caves Conservation Area	Water Treatment System	Replace	A	-	-	-	-	5,000
Equipment	Harold Town CA	Storage Bunker		A	-	-	-	-	-
Infrastructure - Dams	Jackson Creek Weir	Weir		B	-	-	-	-	-
Infrastructure - Dams	Lang Dam	Dam	Refurbish	B	-	-	-	-	100,000
Infrastructure - Dams	Millbrook Dam	Weir		A	-	-	-	-	-
Infrastructure - Dams	Hope Dam	Dam	Refurbish	B	-	-	-	-	100,000
Infrastructure - Dams	Warsaw Aux Dam	Dam		B	-	-	-	-	-
Infrastructure - Dams	Warsaw Back Dam	Weir		B	-	-	-	-	-
Infrastructure	Admin Office Parking Lot	Parking lot			-	-	-	-	-
Infrastructure	Admin Office	Hydro Poles			-	-	-	-	-
Infrastructure	Gannons Narrows	Parking lot - grass		E	-	-	-	-	-
Infrastructure	Gannons Narrows	Road (400m)	Refurbish	C	-	-	-	2,500	-
Infrastructure	Harold Town CA	Parking Lot	Refurbish	C	-	-	-	-	-
Infrastructure	Heber Rogers	Parking Lot		B	-	-	-	-	-
Infrastructure	Hope Mill CA	Parking Lot - Saw Mill		B	-	-	-	-	-
Infrastructure	Jackson Creek Weir	Log boom		B	-	-	-	-	-
Infrastructure	Jackson Creek Trail	Bridge #2007	Refurbish	C	120,000	-	-	-	-
Infrastructure	Jackson Creek Trail	Bridge #2008	Refurbish	C	-	74,000	-	-	-
Infrastructure	Jackson Creek Trail	Bridge #2009	Refurbish	C	-	53,250	-	-	-
Infrastructure	Jackson Creek Trail	Bridge #2017	Replace	A	-	-	-	-	250,000
Infrastructure	Selwyn Beach CA	Stone entrance sign base	Refurbish	B	-	-	-	-	2,000
Infrastructure	Selwyn Beach CA	Road (900m)	Refurbish	C	-	-	-	-	-
Infrastructure	Selwyn Beach CA	Parking lot	Refurbish	C	-	-	-	-	2,000

Appendix A
Capital Asset Replacement Plan Continued...

Asset Category	Location	Asset Description	Planned Action	Condition	2023	2024	2025	2026	2027- 2032
Infrastructure	Selwyn Beach CA	Electrical poles (3)	Replace	B	-	-	-	-	15,000
Infrastructure	Squirrel Creek CA	Shore wall reconstruction		B	-	-	-	-	-
Infrastructure	Squirrel Creek CA	Stone entrance sign base	Refurbish	B	-	-	-	-	2,000
Infrastructure	Squirrel Creek CA	Parking lot		B	-	-	-	-	-
Infrastructure	Squirrel Creek CA	Road (1800m)	Refurbish	C	-	-	-	-	-
Infrastructure	Warsaw Caves CA	Electrical poles (8)	Replace	C	-	-	-	-	40,000
Infrastructure	Warsaw Caves CA	Parking lot day use	Refurbish	B	-	-	-	-	2,000
Infrastructure	Warsaw Caves CA	Parking lot canoe launch	Refurbish	C	-	-	1,000	-	2,000
Infrastructure	Warsaw Caves CA	Parking lot camping area	Refurbish	C	-	-	1,000	-	2,000
Infrastructure	Warsaw Caves CA	Parking lot gate house (Tar and chip)	Refurbish	C	20,000	-	-	-	20,000
Infrastructure	Warsaw Caves CA	Parking lot at comfort station	Refurbish	C	1,000	-	-	-	-
Infrastructure	Warsaw Caves CA	Entrance sign stone base	Refurbish	C	-	2,000	-	-	-
Infrastructure	Warsaw Caves CA	Roads (3300m)	Refurbish	C	25,000	-	-	-	25,000
Infrastructure	Young's Point CA	Parking Lot	Refurbish	B	-	-	2,000	-	-
Infrastructure	Jackson Creek Weir	Hydro Poles (10)	Replace	B	-	-	-	-	50,000
Infrastructure	Jackson Creek Weir	Road (800m)	Refurbish	C	-	-	5,000	-	-
Infrastructure	Imagine the marsh	Road (200m)	Refurbish	C	-	-	1,500	-	-
Land Improvements	Jackson Creek Trail	Jackson Creek Trail	Refurbish	D	-	-	-	-	-
Land Improvements	Selwyn Beach	Boat Launch	Refurbish	C	-	-	3,000	-	-
Vehicles	2007 Dakota		Replace	D	-	-	-	-	-
Vehicles	2013 Sierra		Replace	C	30,000	-	-	-	-
Vehicles	2014 GMC Sierra		Replace	A	-	30,000	-	-	-
Vehicles	2015 Chrysler		Replace	A	-	-	-	-	-

Appendix A
Capital Asset Replacement Plan Continued...

Asset Category	Location	Asset Description	Planned Action	Condition	2023	2024	2025	2026	2027- 2032
Vehicles	2015 Ranger		Replace	A	-	-	20,000	-	-
Vehicles	2016 Dodge		Replace	A	-	-	-	35,000	-
Vehicles	2019 Nissan Rogue		Replace	A	-	-	-	-	35,000
Vehicles	2019 Nissan Rogue		Replace	A	-	-	-	-	35,000
					286,600	184,550	66,600	136,600	913,450