



Version 3.0

# Program & Service Inventory

June 16, 2022



**Context:**

Ontario Regulation 687/21 requires the Otonabee Region Conservation Authority to prepare a Transition Plan that outlines the process the Authority will follow to transition to the new funding model prescribed in recent amendments to the *Conservation Authority Act*.

Ontario Regulation 687/21 also requires the Authority to prepare an Inventory of Programs and Services organized into three categories as follows:

- (1) Mandatory,
- (2) Municipally requested, and
- (3) Other (that the Authority determines are advisable).

The regulation requires that the Programs & Services Inventory be submitted to the Ministry of the Environment, Conservation and Parks and circulated to all participating municipalities. The Authority is also required to make the Inventory available to the public by posting it on the Authority's website ([www.otonabeeconservation.com](http://www.otonabeeconservation.com)). The conservation authority must advise participating municipalities of any changes to the inventory and to post a final version by January 31, 2024.

**Programs & Services Inventory:**

The Authority's Programs and Services Inventory (version 3.0) is provided in Table A below.

**Information About the Programs & Services Inventory**

The programs and services inventory lists the programs and services the Authority provided as of February 28, 2022, and new regulatory requirements described in Ontario Regulation 686/21.

Each item is categorized in accordance with the descriptions found in the regulation and cross referenced to the appropriate section in the *Conservation Authorities Act* and associated regulations.

Version 3.0 of the inventory includes a new service, the operation of the Lakefield Campground and an updated description under the Natural Resource Conservation Program called Climate Change Initiatives

**Information About Program & Service Costing**

Ontario Regulation 687/21 requires a conservation authority to provide information about the average annual cost for delivering the program or service. Where a conservation authority believes the average annual cost for the previous five years does not reflect the average annual cost to provide the program or service in the future it may adjust the average annual cost. Where the average annual cost has been adjusted the Authority must provide an explanation for this adjustment.

Appendix A –provides information about the average annual cost and sources of funding for delivering programs and services for three different scenarios.

Scenario 1 is the average annual cost for the 5-year period from 2017 to 2021. The values are extracted from the audited financial statements. These values are as stated in the financial statements and have not been adjusted for inflation. Over the 2017 to 2021 five-year period there have been several events that have caused some year over year variability in revenue patterns including the loss of \$100,000 in annual recurring provincial grants in 2019 and pandemic related impacts to both revenue and expenditures in 2020 and 2021.

Scenario 2 is the annual cost from the approved 2022 operating and capital budget.

Scenario 3 is the adjusted average annual cost. The values are based on the approved 2022 operating and capital budget with some small adjustments to fund new regulatory requirements and to account for the effect of inflation.

Otonabee Conservation has chosen to use the adjusted average annual cost in its program and service inventory. These values represent a more realistic estimate of the average annual cost to deliver programs and services in the future.

## Agreements

The Inventory includes municipal programs and services that Otonabee Conservation provides on behalf of municipalities under a memorandum of understanding or other similar type of agreement. These category 2 programs and services include:

- Partnership Memorandum for Plan Review and Technical Clearances.
- Drinking Water Source Protection Program Agreement for the Enforcement of Part IV and Implementation of Policies Related to Education & Outreach.
- Beavermead Campground Operating Agreement.
- Lakefield Campground Operating Agreement.

The Authority wishes to renew these agreements as they become due.

The Inventory also identifies the Authority's requirement for municipal funding to support three other programs and services (pursuant to sec. 21.1.2 of the *Conservation Authorities Act*) The legislation requires that a conservation authority enter into a cost apportioning agreement (category 3 agreements) with municipalities to allow for these types of programs and services to be financed either in whole or in part by an apportioned levy.

The category 3 programs and services that require municipal funding through a cost apportioning agreement include:

- Climate Change Initiatives
- Local Water Monitoring Programs.
- Land Stewardship Services.

## Next Steps

The Programs and Services Inventory is anticipated to be an evolving document. It is expected that refinements will be incorporated as negotiations with municipalities proceed. Updates to the Inventory will be provided to municipalities and posted on the Authority's website.

## History of Board Approvals

December 16, 2021	Motion #101/21	Approved Transition Plan (Ont. Reg. 687/21, sec. 3)
February 17, 2022	Motion #017/22	Approved Programs and Services Inventory (version 2.0) (Ont. Reg. 687/21, sec. 6)
June 16, 2022		Approved Programs and Services Inventory (version 3.0) (Ont. Reg. 687/21, sec. 6)

**Table A - Programs & Services Inventory**

<b>Natural Hazards Protection Program</b>						
The purpose of the Natural Hazards Protection Program is to protect people and property from flooding and other natural hazards.						
Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
1.1 Natural Hazards Program Planning and Management	Fulfill the regulatory requirement to develop plans and policies that will support the delivery of programs and services to manage the risks related to natural hazards across the Authority’s jurisdiction.	Cat. 1	Ont. Reg. 686/21 Sec. 1	\$25,000	100% Municipal Levy	This is an initial estimate of the cost to fulfill new regulatory requirements.
1.2 Plan Review and Permitting Services	<p>Perform duties, functions, and responsibilities to administer and enforce sections 28, 28.0.1 and 30.1 of the Act and regulations made under section 28 of the Act and provide timely customer service.</p> <p>Perform functions and responsibilities, (whether acting on behalf of the province or as a public body under the <i>Planning Act</i>), to ensure that decisions are consistent with the province’s natural hazard policies.</p> <p>Review proposals under the <i>Aggregate Resources Act</i>, <i>Drainage Act</i> and</p>	Cat. 1	Ont. Reg. 686/21 Sec. 6, 7 & 8	\$675,000	42% Municipal Levy 5% Provincial Grant 52% Self-generated	Additional capacity required to respond to an increasing number of permit and planning applications.

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Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
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	<i>Environmental Assessment Act</i> and provide comments on the risk related to natural hazards.					
1.3 Natural Hazards Mapping	Perform engineering reviews of permit applications and <i>Planning Act applications</i> .  Undertake studies and acquire and manage information to delineate and map natural hazard areas.	Cat. 1	Ont. Reg. 686/21  Sec. 1	\$175,000	50% Municipal Levy 50% Self-generated	Historically municipal funding support was from a non-levy contribution. In future, municipal support for floodplain mapping projects may be provided either as a non-levy contribution or as a special benefitting levy.
1.4 Flood and Drought Monitoring Operations	Operate a flood forecasting and warning system to ensure that residents, municipalities, and agencies are aware of potential flood related events in a timely manner.	Cat. 1	Ont. Reg. 686/21  Sec. 2, 3, & 4	\$120,000	50% Municipal Levy 50% Provincial Grant	

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Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
	<p>Monitor watershed conditions to detect low water conditions to ensure that residents, municipalities, and agencies are aware of drought and low water conditions.</p> <p>Deliver water safety and natural hazard related education and outreach activities.</p> <p>Develop an operational plan and an asset management plan for Authority owned water control and erosion control infrastructure. <b>(NEW)</b></p> <p>Consider and if required develop an ice management plan. <b>(NEW)</b></p>					
1.5 Dam Operations	Operate and maintain water and ice control structures owned by the Authority.	Cat. 1	Ont. Reg. 686/21 Sec. 5	\$50,000	50% Municipal Levy 50% Provincial Grant	
1.6 Natural Hazard Capital	Major repairs, refurbishments and replacements of water and ice control infrastructure.	Cat. 1	Ont. Reg. 686/21	\$10,000	100% Municipal Levy	Estimated cost for replacing hydrometric monitoring

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				Annual Cost	Source of Funding	Explanation
	Replacement of hydrometeorological monitoring equipment.		Sec. 2, 3 & 5			equipment as required. Major capital repairs to dams are not know and have not been included at this time.



<b>Conservation Lands Program</b> The purpose of the Conservation Lands Program is to manage and conserve lands owned by the Authority for the protection of natural heritage features and values and to provide opportunities for outdoor recreation.						
Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
2.1 Conservation Lands Program Planning and Management	Prepare and maintain a conservation areas strategy for lands owned or controlled by the Authority. <b>(NEW)</b>  Prepare and maintain a land inventory for every parcel of land the Authority owns or controls. <b>(NEW)</b>  Develop policies for governing land acquisition and land disposition. <b>(NEW)</b>  Make applications or comments on matters under the <i>Planning Act</i> that may impact lands owned or controlled by the Authority.  Maintain eligibility for land enrolled under the Conservation Land Tax Incentive Program and Managed Forest Tax Incentive Program.	Cat. 1	Ont. Reg. 686/21  Sec. 10 & 11	\$25,000	100% Municipal Levy	This is an initial estimate of the cost to fulfill new regulatory requirements.
2.2 Conservation Lands Operations	Secure the Authority's interest in its lands, preventing unlawful entry and use and protecting the Authority	Cat. 1	Ont. Reg. 686/21	\$250,000	60% Municipal Levy 40% Self-generated	Additional capacity required to address

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				Annual Cost	Source of Funding	Explanation
(protection & recreation)	<p>from exposure to liability under the <i>Occupiers' Liability Act</i>.</p> <p>Undertake activities to conserve, protect, rehabilitate, establish, and manage natural heritage including tree planting.</p> <p>Operate and maintain amenities and infrastructure that support public access and passive recreational activities.</p> <p>Perform duties, functions, and responsibilities to administer regulations made under section 29 of the Act.</p>		Sec. 9			compliance related workload.
2.3 Conservation Lands Operations (resource development)	Manage land owned by the Authority for resource development purposes (i.e., commercial forestry, aggregate extraction, agriculture, etc.).	Cat. 3	CA Act Sec. 21.1.2	\$10,000	100% Self-generated	

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Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
2.4 Campground Services (Warsaw Caves)	Operate Warsaw Caves Conservation Area for day-use activities and group and family camping, including canoe rentals and retail sales.	Cat. 3	CA Act Sec. 21.1.2	\$225,000	100% Self-generated	
2.5 Campground Services (Beavermead)	Operate Beavermead Campground for group, public and seasonal camping, including canoe rentals and retail sales.  <i>“Beavermead Campground Operating Agreement”</i> with the City of Peterborough (dated January 12, 2015, and renewed October 9, 2019).	Cat. 2	CA Act Sec. 21.1.1	\$300,000	100% Self-generated	
2.6 Campground Services (Lakefield)	Operate Lakefield Campground for public and seasonal camping, including canoe rentals and retail sales. <b>(NEW)</b>	Cat. 2	CA Act Sec. 21.1.1	\$325,000	100% Self-Generated	This is a new service that will commence on November 1, 2022, cost estimate is based on operating models

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Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
	<i>"Lakefield Campground Operating Agreement"</i> with the Township of Selwyn (dated XXX).					for Beavermead and Warsaw Caves
2.7 Conservations Lands Infrastructure	Major repairs, refurbishments and replacements of infrastructure and amenities that support public access and passive recreational activities on conservation lands	Cat. 1	Ont. Reg. 686/21 Sec. 9	\$50,000	100% Municipal Levy	
2.8 Campground Infrastructure	Major repairs, refurbishments and replacements of campground infrastructure and amenities.	Cat. 3	CA Act Sec. 21.1.2	\$50,000	100% Self-generated	To be sourced from campground surplus
<b>Drinking Water Source Protection Program</b>						
The purpose of the Drinking Water Source Protection Program is to contribute to the protection of existing and future sources of municipal drinking water.						
Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation

<b>Conservation Lands Program</b> The purpose of the Conservation Lands Program is to manage and conserve lands owned by the Authority for the protection of natural heritage features and values and to provide opportunities for outdoor recreation.						
Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
3.1 Source Protection Authority	<p>Perform duties, functions and responsibilities of the Otonabee-Peterborough Source Protection Authority and liaison with the Source Protection Committee to meet the obligations under the Trent Source Protection Plan and the <i>Clean Water Act</i>.</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>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 the Authority for implementation.</p>	Cat. 1	Ont. Reg. 686/21 Sec. 13	\$65,000	100% Self-generated	Adjusted cost includes internal chargebacks.

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Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
3.2 Risk Management Official/Inspector	<p>Under agreement with 8 municipalities in the Otonabee-Peterborough Source Protection Authority enforce Part IV of the <i>Clean Water Act</i>.</p> <p>Under agreement with 8 municipalities, deliver Education and Outreach activities, as required by the Trent Source Protection Plan.</p> <p><i>“Drinking Water Source Protection Program Agreement for the Enforcement of Part IV and Implementation of Policies Related to Education &amp; Outreach”</i> are in place with the following municipalities.</p> <ul style="list-style-type: none"> <li>• Township of Asphodel Norwood (dated December 20, 2020).</li> <li>• Township of Cavan Monaghan (dated October 19, 2020).</li> <li>• Township of Douro Dummer (dated October 20, 2020).</li> </ul>	Cat. 2	CA Act Sec. 21.1.1	\$115,000		

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Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
	<ul style="list-style-type: none"> <li>• Township of Havelock, Belmont, Methuem (dated December 21, 2020).</li> <li>• Township of Otonabee South Monaghan (dated October 20, 2020).</li> <li>• City of Peterborough (dated December 21, 2020).</li> <li>• Township of Selwyn (dated October 20, 2020).</li> <li>• Municipality of Trent Lakes (dated October 6, 2020).</li> </ul>					

<b>Other Water Program</b>						
The purpose of the Other Water Program is to contribute to and support the provincial water monitoring programs and to undertake technical studies and monitoring programs that support the delivery of mandatory programs at the watershed level.						
Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
4.1 Water Program Planning and Management	Develop, maintain, and implement a watershed-based resource management strategy <b>(NEW)</b> .	Cat. 1	Ont. Reg. 686/21 Sec. 12	\$25,000	100% Municipal Levy	This is an initial estimate of the cost to fulfill new regulatory requirements.
4.2 Provincial Water Monitoring Programs	Perform duties, functions, and responsibilities related to the implementation of the provincial stream monitoring program and the provincial groundwater monitoring program.	Cat. 1	Ont. Reg. 686/21 Sec. 12	\$30,000	100% Municipal Levy	
4.3 Local Water Monitoring Programs	Supplemental stream water quality monitoring at 4 other sites and benthic monitoring at 8-10 sites annually across the watershed.  Periodically produce the Watershed Report Card.	Cat. 3	CA Act Sec. 21.1.2	\$20,000	100% Municipal Levy	



<b>Natural Resources Conservation Program</b> The purpose of the Natural Resources Conservation Program is to advance and contribute to the maintenance of a healthy and resilient natural environment.						
Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
5.1 Climate Change Initiatives	Maintain and implement the Authority’s Climate Change Strategy focusing on adaptation, mitigation and education.	Cat. 3	CA Act Sec. 21.1.2	\$5,000	100% Municipal Levy	
5.2 Natural Heritage Plan Review & Monitoring Services	Under agreement with 8 municipalities provide plan review and technical clearance support and expertise to assist municipalities to make environmentally sound decisions on planning applications (primarily for natural heritage policy matters).  <i>“Partnership Memorandum for Plan Review and Technical Clearances”</i> are in place with the following municipalities. <ul style="list-style-type: none"> <li>• Township of Asphodel Norwood (signed but not dated).</li> </ul>	Cat. 2	CA Act Sec. 21.1.1	\$65,000	100% Self-generated	

<b>Natural Resources Conservation Program</b> The purpose of the Natural Resources Conservation Program is to advance and contribute to the maintenance of a healthy and resilient natural environment.						
Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
	<ul style="list-style-type: none"> <li>• Township of Cavan Monaghan (dated August 7, 2012).</li> <li>• County of Peterborough (dated March 8, 2019).</li> <li>• Township of Douro Dummer (signed but not dated).</li> <li>• Township of Otonabee South Monaghan (signed but not dated).</li> <li>• City of Peterborough (signed but not dated).</li> <li>• Township of Selwyn (dated October 23, 2012).</li> <li>• Municipality of Trent Hills (dated September 17, 2019).</li> </ul> <p>Per terms of the <i>“Memorandum of Understanding with the City of Kawartha Lakes Regarding the Provision of Environmental Planning Services” (signed but not dated).</i></p>					

<b>Natural Resources Conservation Program</b>						
The purpose of the Natural Resources Conservation Program is to advance and contribute to the maintenance of a healthy and resilient natural environment.						
Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
5.3 Land Stewardship Services	<p>Provide advice and technical support that supports private and public land restoration and stewardship activities that contribute to a healthy/functioning watershed.</p> <p>Deliver a Tree Seedling Sales Program.</p> <p>With municipalities, schools, public agencies, and community service groups plan and undertake land restoration and stewardship projects (i.e., tree planting, habitat enhancement, shoreline naturalization. These activities typically occur on municipal owned lands or lands owned by public agencies/institutions (i.e., schools, hospitals, etc.).</p>	Cat. 3	CA Act Sec. 21.1.2	\$125,000	10% Municipal Levy 10% Self-generated 80% Private Funding	

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Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
5.4 Environmental and Conservation Education & Outreach	Deliver events and presentations and make available information that fosters awareness of the watershed environment and watershed health.  Develop and make available information that enhances the community's understanding of how climate change impacts the watershed's natural environment.	Cat. 3	CA Act Sec. 21.1.2	\$40,000	100% Private Funding	

<b>Corporate Services</b>						
The purpose of Corporate Services is to ensure the effective and efficient operation of the Authority and the delivery of its programs and services.						
Program/Service	Description	Category	Category Rationale	Adjusted Average Annual Cost		
				Annual Cost	Source of Funding	Explanation
6.1 Governance and Board Operations	Support the Board of Directors in exercising its governance responsibilities and meeting its legislated responsibilities.	General Operating Expense	Ont. Reg. 402/22	\$55,000	100% Municipal Levy	
6.2 Administrative and Support Services	Provide administrative and support services that support the efficient and effective operation of the Authority (i.e., payroll, purchasing, financial, human resources, IT, GIS, vehicle, equipment, and facility management).	General Operating Expense	Ont. Reg. 402/22	\$550,000	90% Municipal Levy 10% Self-generated	
6.3 Communications and Marketing Services	Provide communications & marketing services, through a wide range of platforms, which support the delivery of programs and services.	General Operating Expense	Ont. Reg. 402/22	\$85,000	90% Municipal Levy 10% Self-generated	

<p>6.4 Tangible Capital Assets</p>	<p>The purchase and replacement of equipment, furniture, vehicles, computers, etc. and major repairs to administrative buildings that support the efficient and effective operation of the Authority.</p>	<p>General Capital Expense</p>	<p>Ont. Reg. 402/22</p>	<p>\$60,000</p>	<p>100% Municipal Levy</p>	
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**Appendix A – Funding Information**

	Scenario 1 5 Year Average Annual Cost		Scenario 2 2022 Budget		Scenario 3 Adjusted Annual Cost	
	Annual Cost	Source of Funding	Annual Cost	Source of Funding	Annual Cost	Source of Funding
1.1 Natural Hazards Program Planning and Management	n/a	n/a	\$650,661	39% Municipal Levy 1% Provincial Grant 60% Self-generated	\$25,000	100% Municipal Levy
1.2 Plan Review and Permitting Services	\$623,489	42% Municipal Levy 5% Provincial Grant 52% Self-generated			\$675,000	37% Municipal Levy 1% Provincial Grant 62% Self-generated
1.3 Natural Hazards Mapping	\$174,124	47% Provincial Grant 53% Self-generated	\$141,713	65% Municipal Levy 35% Self-generated	\$175,000	50% Municipal Levy 50% Self-generated
1.4 Flood and Drought Monitoring Operations	\$116,886	41% Municipal Levy 59% Provincial Grant	\$151,196	42% Municipal Levy 57% Provincial Grant 1% Private Funding	\$120,000	50% Municipal Levy 50% Provincial Grant
1.5 Dam Operations	\$44,737	38% Municipal Levy 62% Provincial Grant			\$50,000	50% Municipal Levy 50% Provincial Levy
1.6 Natural Hazards Capital	\$894,915	35% Municipal Levy 65% Provincial Grant	\$10,000	100% Municipal Levy	\$10,000	100% Municipal Levy
2.1 Conservation Lands Program Planning and Management	n/a	n/a	\$246,006	58% Municipal Levy 2% Federal Grant 30% Self-generated	\$25,000	100% Municipal Levy

	Scenario 1 5 Year Average Annual Cost		Scenario 2 2022 Budget		Scenario 3 Adjusted Annual Cost	
	Annual Cost	Source of Funding	Annual Cost	Source of Funding	Annual Cost	Source of Funding
2.2 Conservation Lands Operations (protection & recreation)	\$207,445	74% Municipal Levy 15% Self-generated 11% Private Funding		10% Private Funding	\$250,000	60% Municipal Levy 40% Self-generated
2.3 Conservation Lands Operations (resource development)	\$7,064	100% Self-generated			\$10,000	100% Self-generated
2.4 Campground Services (Warsaw Caves)	\$221,649	99% Self-generated 1% Private funding	\$216,096	100% Self-generated	\$225,000	100% Self-generated
2.5 Campground Services (Beavermead)	\$232,778	99% Self-generated 1% Private funding	\$281,645	100% Self-generated	\$300,000	100% Self-generated
2.6 Campground Services (Lakefield)	n/a		n/a		\$325,000	100% Self-generated
2.7 Conservation Lands Infrastructure	\$42,169	100% Municipal Levy	\$1,204,800	1% Municipal Levy 74% Federal Grant 25% Self-generated	\$50,000	100% Municipal Levy
2.8 Campground Infrastructure	\$68,563	100% Municipal Levy	\$160,600	24% Municipal Levy 57% Federal Grant 19% Self-generated	\$50,000	100% Self-generated
3.1 Source Protection Authority	\$28,729	100% Self-generated	\$60,000	100% Self-generated	\$65,000	100% Self-generated



	Scenario 1 5 Year Average Annual Cost		Scenario 2 2022 Budget		Scenario 3 Adjusted Annual Cost	
	Annual Cost	Source of Funding	Annual Cost	Source of Funding	Annual Cost	Source of Funding
3.2 Risk Management Official/Inspector	\$115,000	100% Self-generated	\$115,000	100% Self-generated	\$115,000	100% Self-generated
4.1 Other Water Program Planning and Management	n/a	n/a	\$45,966	100% Municipal Levy	\$25,000	100% Municipal Levy
4.2 Provincial Water Monitoring Programs	\$27,181	100% Municipal Levy			\$30,000	100% Municipal Levy
4.3 Local Water Monitoring Programs	\$20,265	100% Municipal Levy			\$20,000	100% Municipal Levy
5.1 Climate Change Initiatives	n/a	n/a	\$243,432	16% Municipal Levy 61% Self-generated 23% Private Funding	\$5,000	100% Municipal Levy
5.2 Natural Heritage Plan Review & Monitoring Services	\$24,279	6% Municipal levy 94% Self-generated			\$65,000	100% Self-generated
5.3 Land Stewardship Services	\$123,250	3% Municipal Levy 17% Self-generated 80% Private Funding			\$125,000	10% Municipal Levy 10% Self-generated 80% Private Funding
5.4 Environmental and Conservation Education & Outreach	\$44,000	82% Municipal Levy 18% Private Fund	\$31,619	10% Municipal Levy 22% Self-generated 68% Private Funding	\$40,000	100% Private Funding

	Scenario 1 5 Year Average Annual Cost		Scenario 2 2022 Budget		Scenario 3 Adjusted Annual Cost	
	Annual Cost	Source of Funding	Annual Cost	Source of Funding	Annual Cost	Source of Funding
6.1 Governance and Board Operations	\$51,832	100% Municipal Levy	\$721,360	88% Municipal Levy 12% Self-generated	\$55,000	90% Municipal Levy 10% Self-generated
6.2 Administrative and Support Services	\$514,021	91% Municipal Levy 9% Self-generated			\$550,000	90% Municipal Levy 10% Self-generated
6.3 Communications and Marketing Services	\$80,731	100% Municipal Levy			\$85,000	90% Municipal Levy 10% Self-generated
6.4 Tangible Capital Assets	\$55,298	100% Municipal Levy	\$46,600	100% Municipal Levy	\$60,000	100% Municipal Levy

**Notes:**

The historic information about average annual costs and sources of funding are estimates that are based on data extracted from audited financial statements for the years 2017 to 2021. The expenditure values are as stated in the financial statements and have not been adjusted for inflation.

The following events caused some year of year variability in the expenditure and revenue pattern over the last 5 years:

- Loss of \$100,000 in annual recurring provincial grants in 2019.
- COVID related impacts to revenue and expenditures in 2020 and 2021.
- Major capital projects (\$3.8 million reconstruction of the Millbrook dam) and operating projects (8 floodplain mapping projects) that inflated the normal annual pattern of expenditures and revenue.

The values provided under the column titled 2022 Budget are those as approved by the Board of Directors.

The Adjusted Annual Cost is the Authority’s best estimate of future cost to provide the programs and services. It is based on the 2022 budget, rounding up some values to account for the ongoing impact of inflation and includes additional funding to address new regulatory requirements. Sources of Funding have also been adjusted in order to direct as much of municipal levy as possible to mandatory programs and services.

Municipal levy is funding raised through the apportioning levy provisions of the legislation.

Provincial and federal grants is funding received from either the provincial or federal governments through a transfer payment agreement.

Self-generated is funding raised by the authority through the charging of fees for permits, fee for service agreements (delivery of service for a fee), sales (retail sales at campgrounds) and rentals (canoe rentals, land rentals, etc.) and draws on reserves.

Private funding includes donations and grants from private sources (i.e., foundations).