



2024 Proposed Operating & Capital Budgets

December 14, 2023





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1.0 INTRODUCTION

This document outlines Otonabee Conservation's proposed 2024 operating and capital budgets.

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 program groups, as follows:

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

Section 2.0 provides details of the operating budget for the four program groups across 11 activity areas. Section 3.0 provides 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 objectives.

In 2024, all conservation authorities in Ontario are required to utilize a new budget format as per Ontario Regulations 402/22.

The total proposed operating and capital budgets is \$3,279,867.

2.0 OPERATING BUDGET

2024 Budget Overview:

Key objectives in the preparation of the proposed budget were reducing financial risk, safeguards programs and services and associated services levels.

A new budget format is being implemented with the 2024 budget to ensure legislation compliance which came into effect July 2022. The regulations require the Authority to identify all sources of revenues, break out each category's operating and capital expenses and, have a Cost Apportioning Agreement (O'Reg. 687/21) to be in place with member municipalities for Category 3 programs and services.

During the preparation of the proposed budget, a detailed analysis and historical review was completed in all the expense and revenue budget lines. Changes are being proposed to better guide the Authority, ensure a more effective management of resources, promote transparency and accountability, and build long-term financial sustainability.

The proposed operating budget includes:

- 0.41% increase in expenditures, which amounts to \$13,265
- A 2023 forecasted surplus of \$108,624 is required
- 36% increase in insurance costs and 11% increase in utilities costs
- 2% annual cost of living adjustment related to salaries
- 2% increase in fees
- Rightsized self-generated revenue streams
- Eliminate risk of unsecured external funding and the need to draw on reserves

2024 apportionment:

In 2024, the Authority proposes to assess levies as follows:

- A total general operating levy of 3.2% or \$44,717 increase This includes Category 3 programs and services of 2% of Category 1 and General Expenses (\$42,649)

- Table 3 | Highlights of 2024 Operating Budget

Preliminary 2024 Budget Summary

Program Area	Category	Expenses	Revenue							Total Revenue
			Category 1 - Apportionment	Category 2 - Municipally Requested Agreements	Category 3 - Other					
					Fees	Donations	Grants	Self Generated	Reserves	
Natural Hazards Operations										
Plan Review & Permitting Services	1	680,227	277,478		390,000		12,749			680,227
Natural Hazards Mapping	1	113,292	113,292							113,292
Flood & Drought Monitoring	1	147,523	85,023				62,500			147,523
Dam Operations	1	81,176	58,176				25,000			83,176
Subtotal		1,022,218	533,969	-	390,000	-	100,249	-	-	1,024,218
Conservation Lands Program										
Conservation Lands - Protection & Recreation	1	210,730	96,673		10,000			2,300	20,000	128,973
Campground Services (BEA/LAK)	2	625,877			700,000			35,000		735,000
Campground Services (WCA)	3	222,366			175,000			20,000		195,000
Subtotal		1,058,973	96,673	-	885,000	-	-	57,300	20,000	1,058,973
Watershed Management Program										
Source Protection Authority	1	76,105		15,000			66,000			81,000
Provincial Water Monitoring	1	36,015	33,051							33,051
Risk Management Official/Inspector	2	105,644		105,000			-			105,000
Local Water Monitoring	2	67,681	17,681	50,000						67,681
Land Stewardship Services	3	105,370	15,370				10,000	80,000		105,370
Environmental & Conservation Education & Outreach	3	37,620				40,000				40,000
Subtotal		428,436	66,102	170,000	-	40,000	76,000	80,000	-	432,102
Corporate Services										
Board Governance	General Operating	42,500	42,500							42,500
Administration	General Operating	699,540	663,874					30,000		693,874
Communications	General Operating	24,200	24,200							24,200
Subtotal		766,240	730,574	-	-	-	-	30,000	-	760,574
Total		3,275,867	1,427,318	170,000	1,275,000	40,000	176,249	167,300	20,000	3,275,867
	Total revenue	3,275,867								

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*

2.1.2 Natural Hazards Mapping

Acquire and manage information about natural hazard areas.

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

2.1.3 Natural Hazards Operations

Operate a flood forecasting and warning system to ensure residents and municipalities are aware of potential flood related events in a timely manner, and during storm events support municipally led emergency response.

Monitor watershed conditions to detect low water conditions and support the Low Water Response Team to respond to low water events. Deliver water safety and natural hazard related education programs.

Operate and maintain water and ice control structures and public safety measures are in place.

Natural Hazards Protection Program			
REVENUE	Actual	Budget	
	2022	2023	2024
APPORTIONMENT - OPERATING	408,544	453,432	533,969
Fees	471,035	418,500	390,000
Donations & Grants	118,839	100,250	100,249
Self-generated revenue	-	-	-
Reserves	-	-	-
Agreements	-	-	-
Other	-	-	-
Total Revenue	998,418	972,182	1,024,218
EXPENSES			
Salaries & benefits	726,289	805,027	844,108
Advertising	2,423	100	-
Awards & scholarships	100	100	-
Board Governance	-	-	-
Equipment	122	-	-
Information technology	16,238	20,760	20,760
Insurance	35,651	37,062	40,300
Interest & finance charges	8,157	6,000	7,500
Licence fees	70	500	500
Maintenance & services	7,181	13,500	13,250
Purchases for resale	-	-	-
Office expenses	3,339	3,600	3,600
Professional development	1,766	7,750	6,250
Professional services	75,954	69,332	75,000
Project related expenses	-	-	-
Property taxes	-	-	-
Travel & staff expenses	6,133	4,950	4,450
Utilities	5,972	3,500	6,500
	-	-	-
Total Expenses	889,395	972,181	1,022,218

2.2 Conservation Lands Program

2.2.1 Conservation Lands Management

Manage and maintain land owned by the Authority for natural heritage protection.

Undertake resource development (i.e., forest management) on land owned by the Authority.

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

2.2.2 Beavermead, Warsaw and Lakefield Campgrounds

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

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

Conservation Lands Program			
REVENUE	Actual	Budget	
	2022	2023	2024
APPORTIONMENT - OPERATING	96,673	125,000	96,673
Fees	555,912	914,000	885,000
Donations & Grants	72,941	30,000	-
Self-generated revenue	65,382	71,000	57,300
Reserves	-	-	20,000
Agreements	-	-	-
Other	-	-	-
Total Revenue	790,908	1,140,000	1,058,973
EXPENSES			
Salaries & benefits	455,643	617,072	645,762
Advertising	4,401	11,240	6,000
Awards & scholarships	-	-	-
Board Governance	-	-	-
Equipment	3,577	5,000	4,000
Information technology	2,191	4,500	2,500
Insurance	31,023	26,250	35,500
Interest & finance charges	22,940	39,000	34,000
Licence fees	67,203	168,196	112,211
Maintainence & services	82,180	85,900	74,500
Purchases for resale	16,990	40,000	21,500
Office expenses	5,125	6,000	6,000
Professional development	936	4,060	4,500
Professional services	19,220	7,500	-
Project related expenses	6,331	5,000	5,000
Property taxes	17,841	31,500	20,000
Travel & staff expenses	6,004	10,000	12,500
Utilities	34,012	68,500	75,000
	-	-	-
Total Expenses	775,617	1,129,718	1,058,973

2.3 Watershed Management Program

2.3.1 Drinking Water Source Protection

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

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

Provide 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.

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

2.3.2 Natural Hazards & Monitoring

Fulfill the Authority's obligations in its Partnership Agreements with member municipalities to provide technical review and expertise on natural hazards matters 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.

Implement provincial water quality & groundwater quantity monitoring programs.

2.3.3 Land Stewardship Services & Conservation Education

Foster awareness of the watershed environment and watershed health.

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

Support landowners to undertake land restoration and stewardship activities on their lands that enhances the natural environment.

Objectives for education and stewardship services align with other non-mandatory programs and services.

Watershed Management Program			
REVENUE	Actual	Budget	
	2022	2023	2024
APPORTIONMENT - OPERATING	87,612	67,500	66,102
Fees	9,075	-	-
Donations & Grants	105,928	105,000	116,000
Self-generated revenue	81,903	112,500	80,000
Reserves	-	-	-
Agreements	47,413	180,000	170,000
Other	-	-	-
Total Revenue	331,931	465,000	432,102
EXPENSES			
Salaries & Benefits	320,863	333,556	324,486
Advertising	931	1,915	500
Awards & Scholarships	300	500	-
Board Governance	260	1,600	1,000
Equipment	644	-	-
Information Technology	1,214	2,500	1,500
Insurance	12,118	4,000	13,000
Interest & Finance charges	938	1,000	750
Licence Fees	-	-	-
Maintainence & Services	2,463	5,466	4,500
Purchases for resale	-	25,000	20,000
Office expenses	1,068	10,500	5,500
Professional Development	1,551	3,000	1,500
Professional Services	2,429	3,300	3,300
Project related expenses	84,709	68,763	48,500
Property Taxes	-	-	-
Travel & Staff Expenses	6,492	3,000	3,000
Utilities	1,068	900	900
	-	-	-
Total Expenses	437,048	465,000	428,436

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.

General Operating			
REVENUE	Actual	Budget	
	2022	2023	2024
APPORTIONMENT - OPERATING - mandatory	631,360	631,670	730,574
Fees	-	-	-
Donations & Grants	4,840	5,000	-
Self-generated revenue	21,651	55,000	30,000
Reserves	-	-	-
Agreements	-	-	-
Other	-	-	-
Total Revenue	657,851	691,670	760,574
EXPENSES			
Salaries & Benefits	422,941	453,427	437,964
Advertising	1,350	2,000	2,000
Awards & Scholarships	1,616	4,300	3,300
Board Governance	43,595	43,250	43,250
Equipment	5,509	10,000	7,500
Information Technology	45,751	54,400	64,900
Insurance	19,882	16,000	25,000
Interest & Finance charges	978	2,000	1,000
Licence Fees	1,464	2,000	1,500
Maintenance & Services	54,847	26,500	40,000
Purchases for resale	-	-	-
Office expenses	5,738	14,450	12,500
Professional Development	1,905	8,500	10,750
Professional Services	71,580	12,000	69,000
Project related expenses	-	5,000	1,376
Property Taxes	554	1,000	1,200
Travel & Staff Expenses	1,730	5,000	5,000
Utilities	14,865	14,500	15,000
Vehicle Pool	23,857	25,000	25,000
Total Expenses	718,162	699,327	766,240

3.0 CAPITAL BUDGET

A summary of the planned capital projects is in Section 3.0.

A modest capital budget within the same 2023 capital limit of \$105,000 is proposed for 2024.

The budget will be funded by 2023 carry forward surplus and as such, have no effect on the municipal levy.

In 2024, an asset management plan will be completed and help to inform future financial planning.

Table 4 | Capital Investments

The Otonabee Region Conservation Authority

2023 Proposed Capital Budget

Program Area & Description	Project Cost
Category 1	
Warsaw Caves CA - trail guard rail replacement and signage	\$ 15,000
Jackson Creek Trail - drainage repairs	10,000
Selwyn Beach CA - accessible entrance trail	20,000
Harold Town CA - accessible trail related to capital fundraising campaign	10,000
Signage Upgrade - directional	10,000
Plan Review & Permitting - GIS equipment	25,000
Dams - infrastructure maintenance	5,000
General Operating	
Administrative Office - facility maintenance	10,000
Total	\$ 105,000



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 2024, the Authority proposes to assess a total levy in the amount of \$1,427,318.

This represents an increase of \$44,717 or 3.2% 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.

Table 5 | Municipal Levy 2024

Municipal Levy 2024			Operating Levy	
Municipality	Modified CVA Based Apportionment %	Total Municipal Levy	Category 1 - Operating Levy (98%)	Category 3 - Operating Levy (2%)
Asphodel-Norwood	2.6680	\$ 38,081	\$ 36,943	\$ 1,138
Cavan-Monaghan	7.3629	\$ 105,092	\$ 101,952	\$ 3,140
City of Kawartha Lakes	0.6716	\$ 9,586	\$ 9,300	\$ 286
City of Peterborough	58.6150	\$ 836,622	\$ 811,624	\$ 24,999
Douro-Dummer	7.5687	\$ 108,030	\$ 104,802	\$ 3,228
Otonabee-South Monaghan	5.6246	\$ 80,280	\$ 77,881	\$ 2,399
Selwyn	17.4619	\$ 249,237	\$ 241,790	\$ 7,447
Trent Hills	0.0272	\$ 388	\$ 377	\$ 12
TOTAL	100.00	\$ 1,427,318	\$ 1,384,669	\$ 42,649

Table 6 | Municipal Levy 2023

Municipal Levy 2023					Operating Levy	
Municipality	Modified CVA Based Apportionment %	Proposed Operating Levy Apportionment	Proposed Capital Levy Apportionment	Total Proposed Operating & Capital 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	1,277,602	105,000	1,382,602	\$ 1,240,102	\$ 37,500



5.0 APPENDIX

APPENDIX A | Program and Service Descriptions and Performance Objectives

Natural Hazard Protection Program		Plan Review & Permitting Services
	Category	Performance Objectives
<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 Planning Act</p>	1	<ul style="list-style-type: none"> • Receive, review and issue 250-325 permits and achieve service standards (timelines) 95% of the time • Receive, review and comment on 325 to 350 Planning Act applications for natural hazard matters • Receive, review and comment on 5 to 10 studies under the Environmental Assessment Act • Respond to 25 to 50 legal inquiries • NEW Undertake review and update of the Watershed Planning & Regulation Policy Manual as a result of legislative/regulatory changes

Natural Hazard Protection Program		Natural Hazards Mapping
	Category	Performance Objectives
Acquire and manage information about natural hazard areas	1	<ul style="list-style-type: none"> • NEW Undertake 1 to 2 floodplain mapping studies • Undertake communications initiatives to inform stakeholders of new mapping, work with municipalities to have the mapping adopted in official plans. Obtain Board approval to incorporate the new mapping in the Authority’s permitting activities • 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 partnership with MNRF for new aerial photos.

Natural Hazard Protection Program		Natural Hazards
	Category	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	<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
Monitor watershed conditions to detect low water conditions and support the Low Water Response Team to respond to low water events	1	<ul style="list-style-type: none"> Coordinate local Low Water Response Team
Deliver water safety and natural hazard related education programs	1	<ul style="list-style-type: none"> Deliver the Spring Water Awareness Program to schools throughout the watershed
NEW Develop and implement an ice management plan (Provincial Directive)	1	<ul style="list-style-type: none"> NEW Ice management plans are completed
Complete a comprehensive mandated dam management plan (carry over)	1	<ul style="list-style-type: none"> Dam management plan are completed for 8 dams

Conservation Lands Management Program		Conservation Lands Management
	Category	Performance Objectives
Manage and maintain land owned by the Authority for natural heritage and hazard protection	1	<ul style="list-style-type: none"> • Prepare a Conservation Area Strategy (Reg 686/21) 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. Undertake actions and projects that address incidents of encroachment/trespass and unauthorized activities (compliance program) • NEW Monitor activities on properties as outlined in the Managed Forest Tax Plan as per the requirements of the Managed Forest Tax Incentive Program
Undertake land management activities on lands owned by the Authority for recreation purposes	1	<ul style="list-style-type: none"> • 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 • NEW Repair drainage issues on Jackson Ceek Trail • NEW Construct accessible beach entrance trail at Selwyn Beach CA • NEW Warsaw Caves CA capital improvements such as install a guardrail fencing at lookout, install trail flash marking signage on hiking trails • NEW Signage Update - Warsaw Caves trailhead signage and interior road directional signage • Continue partnerships and agreements with community groups who provide services and support operations

Conservation Lands Management Program		Beavermead, Warsaw and Lakefield Campgrounds
	Category	Performance Objectives
Operate 3 campgrounds for group, public and seasonal camping. Includes canoe rentals and retails sales (i.e. ice, firewood, etc.)	2	<ul style="list-style-type: none"> Operate the regular, group and seasonal campgrounds from May 10 to October 14, 2024 (157 nights) for Beavermead, Warsaw and Lakefield campgrounds
Renew contract with the City of Peterborough for the operations of Beavermead Campground	2	<ul style="list-style-type: none"> NEW Contract is renewed

Watershed Management Program		Water Resource Services
	Category	Performance Objectives
Develop a watershed-based resource management strategy as per O. Reg 687/21 by December 31, 2024	1	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Participate in the Provincial Water Quality Monitoring Network by collecting surface water samples at 16 locations during the ice free season Participate in the Provincial Groundwater Monitoring Network by maintaining 11 groundwater monitoring wells and collecting water quantity manual measurement three (3) times annually and water quality samples once (1) annually
Implement local water monitoring activities	3	<ul style="list-style-type: none"> Collect additional surface water quality data using biological, chemical and physical indicators to support the preparation of the Watershed Report Card every 5 years. Activities will include participation in the Ontario Benthos Biomonitoring Network, and collection of surface water samples at four (4) locations monthly during ice-free season

Watershed Management Program		Water Resource Services continued
	Category	Performance Objectives
<p>Implement the policies of the Trent Source Protection Plan and meet the requirements of the Clean Water Act for those obligations that have been assigned to Otonabee Conservation for implementation.</p> <p>Support municipalities in the Otonabee-Peterborough Source Protection Authority to implement the policies of the Trent Source Protection Plan and meet the requirements of the Clean Water Act</p> <p>Provide administrative support to the Otonabee-Peterborough Source Protection Authority and effective liaison with the Source Protection Committee in order to meet the obligations under the Trent Source Protection Plan and the Clean Water Act</p>	1	<ul style="list-style-type: none"> • 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 and Trent Conservation Coalition Source Protection Region

Watershed Management Program		Water Resource Services continued
	Category	Performance Objectives
Fulfill the Authority's obligations outlined in the agreements with municipalities to: ~ <i>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</i>	1	<ul style="list-style-type: none"> • 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 • NEW Update and negotiate agreements with municipalities for the services of the Risk Management Office, and the ongoing delivery of an Education and Outreach Program • Complete annual reporting requirements
Support landowners to undertake land restoration and stewardship activities on their lands that enhances the natural environment	3	<ul style="list-style-type: none"> • 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
At the request of member municipalities, undertake post-development monitoring programs and other research and technical studies	2	<ul style="list-style-type: none"> • Undertake 1-3 post-development monitoring programs

Watershed Management Program		Community Engagement
	Category	Performance Objectives
Foster awareness of the watershed environment and watershed health	3	<ul style="list-style-type: none"> • Support local citizen science initiatives through collaboration and partnerships
Support environmental education through a variety of experiential learning opportunities	3	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Respond to requests/inquiries for advice and technical support (approx. 25 annually)

General Operations		
	Category	Performance Objectives
Support the Board of Directors in exercising its governance responsibilities and meeting its legislated responsibilities	1	<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 that legislative reporting requirements are met • Produce audited financial statements for 2023 • 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	<ul style="list-style-type: none"> • Prepare for Board approval an operating & capital budget for 2024 that conforms with O. Reg 402/21 • Develop an Asset Management Plan (carry over) • Provide the Board with quarterly financial and activity update
Provide communications & marketing services	1	<ul style="list-style-type: none"> • Produce the 2023 Annual Report • Continue to nurture our relationship with the media to obtain positive media coverage about the Authority's programs, services, and activities • Transition E-newsletter subscribers to new website subscription service and increase social media and web users • NEW Develop an external fundraising strategy which includes grant opportunities, sponsorship and donations to support projects and programs. Collaboration between staff from different program areas

Organizational Excellence		
	Category	Performance Objectives
Community event and partnership		<ul style="list-style-type: none"> NEW Celebrate Warsaw Caves 60th Anniversary
Undertake initiatives to improve stakeholder outreach and communications, and customer service	3	<ul style="list-style-type: none"> Conduct customer survey initiatives for all program and service areas to inform improvements
NEW Develop an internal Business Continuity Plan	1	<ul style="list-style-type: none"> NEW Ensure a plan is in place to protect and mitigate risks and lost in services and programs such as technology systems, cross training and business processes
Maintain a healthy and safe workplace	1	<ul style="list-style-type: none"> NEW Ensure staff, contractors, volunteers have the required training, knowledge and support. Develop a H&S Program