



Otonabee
CONSERVATION

2027 **BUDGET**

DRAFT

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1.0 2027 Overview

2027 represents a major transition for Ontario's conservation authorities. In December 2025, the Province announced the consolidation of the 36 conservation authorities into nine regional bodies. As part of this restructuring, the Otonabee Region Conservation Authority will join the Eastern Ontario Lake Regional Conservation Authority, alongside six other authorities.

To support the Province of Ontario and their objective for consolidation during this transition, conservation authorities were directed to develop and approve a 2027 operating and capital budget. Given the upcoming municipal election in October, advancing this process now is seen as prudent and transparent.

Over the past four years, Otonabee Conservation has worked diligently on behalf of its member municipalities and watershed residents to build a financially stable and resilient organization.

Levy increases have been reasonable, while maintaining a strong focus on high quality programs, services, and customer service.

The proposed 2027 operating budget reflects a 0% increase, primarily offset by new external revenues. The capital budget was presented to the Board of Directors at the September 25, 2026 meeting for information and consideration in future budget cycles.

Overall, this budget package is modest, stable, and fiscally responsible. It clearly identifies the resources required to deliver programs and services effectively and efficiently during this period of significant organizational change.

Otonabee Conservation

Watershed Municipalities

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

2025 Board of Directors

Municipality of Trent Hills
Michael Metcalf (Chair)

City of Peterborough
Kevin Duguay (Vice Chair)

City of Peterborough
Don Vassiliadis

City of Peterborough
Gary Baldwin

Township of Cavan Monaghan
Ryan Huntley

Selwyn Township
Ron Black

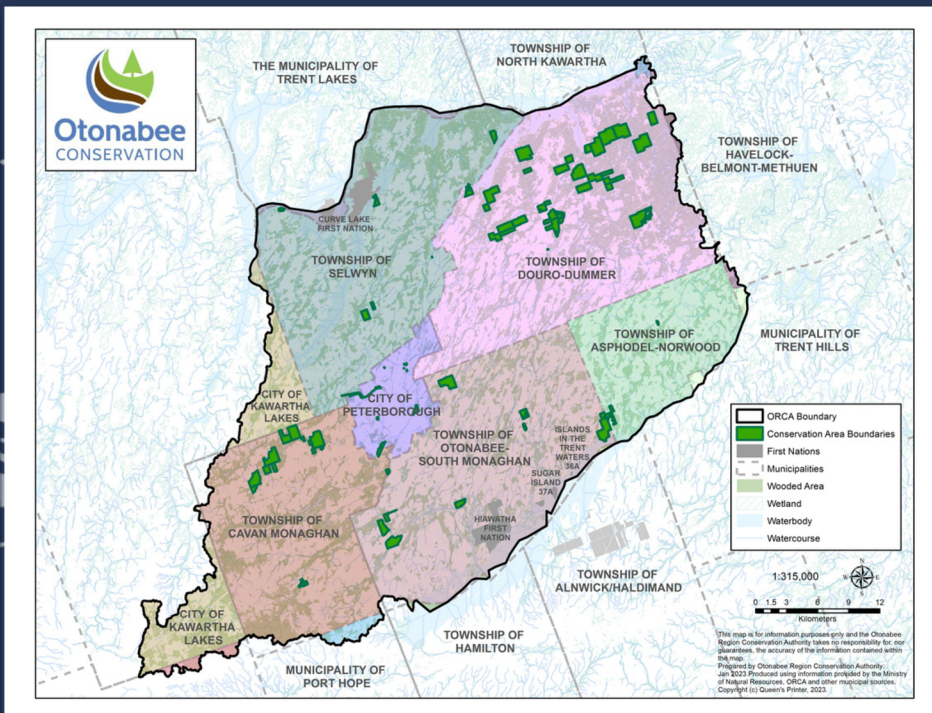
Selwyn Township
John Boyko

Township of Douro-Dummer
Tom Watt

City of Kawartha Lakes
Ron Ashmore

**Township of Otonabee
- South Monaghan**
Joe Taylor

Township of Asphodel-Norwood
Patrick Wilford



A person wearing a blue cap, a blue and yellow shirt, and grey waders is using a long pole to clear a stream in a forest. The person is standing on a log and reaching into the water. The background is a dense forest with green foliage.

Our Vision

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

Our Mission

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

Our Values

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

2027 Budget Format

The Otonabee Conservation Authority has four program and services areas:

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

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

Conservation Authorities Act Regulations

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

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

Categorization of Programs and Services as per Regulation 687/21

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

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

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

1.1 Year-Over-Year Summary

REVENUE	Actual	Budget	
	2025	2026	2027
APPORTIONMENT - CAPITAL			
APPORTIONMENT - OPERATING	1,537,757	1,537,757	1,537,757
Fees	1,218,474	889,800	1,098,500
Grants	178,044	203,749	227,249
Donations	84,049	54,000	67,000
Self-generated revenue	338,464	116,166	402,985
Reserves		-	-
Agreements	185,950	164,600	125,500
			-
Total Revenue	3,542,738	3,081,072	3,458,991
EXPENSES	-	-	-
Capital Expenses			
Salaries & Benefits	1,986,114	2,174,730	2,445,643
Advertising	2,188	7,000	7,000
Awards & Scholarships	120	-	-
Board Governance	38,573	46,000	43,500
Equipment	27,303	13,700	14,700
Information Technology	87,666	68,281	68,600
Insurance	100,863	117,125	113,825
Interest & Finance charges	14,542	28,850	53,450
Licence Fees	673	29,309	12,900
Maintenance & Services	303,480	123,868	137,450
Purchases for resale	36,375	37,500	232,971
Office expenses	9,323	19,650	21,250
Professional Development	12,013	18,000	18,250
Professional Services	187,374	150,009	69,120
Project related expenses	7,754	14,500	28,000
Property Taxes	21,500	21,200	21,200
Travel & Staff Expenses	28,843	16,100	20,600
Utilities	81,979	59,250	93,550
Vehicle Pool	28,381	21,000	26,000
Revenue Sharing	121,875		28,331
Total Expenses	3,096,939	3,081,072	3,456,341

1.2 Overview of Operating Budget

Otonabee Conservation is committed to working collaboratively with our member municipalities and to understand the financial pressures face by watershed residents. We strive to be a trusted partner in the watershed, delivering valuable services and programs that support our communities.

The total proposed 2027 operating budget is \$3,456,341 which includes a municipal apportionment of **\$1,537,757**. This incorporates Category 3 expenditures of \$47,731 which represents 3% of municipal operating apportionment.

Key component of the proposed budget include:

- Step increases and a COLA of 1% for staff salaries
- Additional external Category 2 revenues
- Status quo for all other budget lines

The primary objectives of the proposed budget are to:

- Safeguard programs and services in our community during the consolidation
- Support the Authority staff to ensure local knowledge and expertise is retained

These small changes to the 2027 operating budget are designed to ensure continuity and continued customer service is delivered throughout the watershed.

1.3 Draft 2027 Budget Summary

	Category	Expenses	Revenue																	
			Category 1						Category 2 - Municipally Requested Agreements					Category 3						
Program Area			Apportionment	Reserves	Fees	Donations	Grants	Self Generated	Reserves	Fees	Donations	Grants	Self Generated	Apportionment	Fees	Donations	Grants	Self Generated	Reserves	Total Revenue
Natural Hazards Operations																				
Plan Review & Permitting Services	1	640,505	252,756		375,000		7,749										5,000	-	640,505	
Natural Hazards Mapping	1	160,840	114,840											-		46,000	-	-	160,840	
Flood & Drought Monitoring	1	153,294	91,294		2,000	-	60,000							-			-	-	153,294	
Dam Operations FLD	1	85,637	60,637				25,000							-			-	-	85,637	
Subtotal		1,040,276	519,527	-	377,000	-	92,749	-	-	-	-	-	-	-	-	46,000	5,000	-	1,040,276	
Conservation Lands Program																				
Conservation Lands - Protection & Recreation	1	288,426	135,068		10,000		2,500	42,810											190,378	
Campground Services - Warsaw Caves	1	254,364	41,364		175,000		-	28,000											244,364	
Campground Services - Beavermead	2	288,482	-							325,000			25,000						350,000	
Peterborough Marina	2	424,495	-							213,500			260,175						473,675	
Subtotal		1,255,767	176,432	-	185,000	-	2,500	70,810	-	538,500	-	-	285,175	-	-	-	-	-	1,258,417	
Watershed Management Program																				
Source Protection Authority	1	55,372	-									56,000	15,500						71,500	
Provincial Water Monitoring	1	34,946	18,250										-						18,250	
Risk Management Official/Inspector	2	98,791	-										110,000						110,000	
Post Development Monitoring	2	-	-										-						-	
Local Water Monitoring	3	35,556											-	24,916					24,916	
Environment Stewardship Programs	3	92,815											-	22,815		20,000	30,000	20,000	92,815	
Subtotal		317,481	18,250	-	-	-	-	-	-	-	-	56,000	125,500	47,731	-	20,000	30,000	20,000	317,481	
General Operating																				
Board Governance	1	42,500	42,500																42,500	
Administration	1	781,317	714,317			45,000		22,000											781,317	
Communications	1	19,000	19,000																19,000	
Subtotal		842,817	775,817	-	-	45,000	-	22,000	-	-	-	-	-	-	-	-	-	-	842,817	
Total		3,456,341	1,490,026	-	562,000	45,000	95,249	92,810	-	538,500	-	56,000	410,675	47,731	-	20,000	76,000	25,000	3,458,991	
	Total revenue	3,458,991																		
	2027 Total Apportionment Category 1 and 3	1,537,757	-																	
	2027 Increase in \$	-																		
	2027 Increase %	-																		
	2026 Apportionment	1,537,757																		

1.4 Overview of Capital Budget

The proposed 2027 capital budget is \$115,000, distributed across the eight member municipalities. This is the same levy as 2026, which means there is no increase for 2027.

In September 25, 2025, four-year draft capital budget was brought to the Board of Directors for information and consideration. All the draft budgets remained within the same levy and stepped out the capital projects which first focused on reducing the liabilities in the conservation areas.

If these historical assets which are deteriorating quickly are not addressed, they will continue to pose an increasing risk to the Authority.

There is a continuation of a modest allocation to the capital reserve to assist with future financial sustainability.

1.5 Capital Budget

Program Area & Description	Project Cost
Category 1	
Warsaw Caves Conservation Area Equipment Replacement	30,000
Imagine The Marsh Re Development	50,000
Signage - Directional and Regulatory	5,000
Dams Maintenance	5,000
Contribution to Capital Reserves	15,000
General Operating	
Corporate Services - IT and field equipment	10,000
Total	\$115,000



2.0 Natural Hazards Program

2.1 Plan Review and Permitting Services

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

2.2 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.

2.3 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.

2.4 Natural Hazard Protection Program

Natural Hazards Protection Program			
REVENUE	Actual	Budget	
	2025	2026	2027
APPORTIONMENT - OPERATING	527,406	434,614	519,527
Fees	301,287	375,000	375,000
Grants	100,714	105,249	138,749
Donations	-	-	2,000
Self-generated revenue	-	10,000	5,000
Reserves	-	-	-
Agreements	17,838	-	-
Other	-	-	-
Total Revenue	947,245	924,863	1,040,276
EXPENSES			
Salaries & benefits	664,633	764,212	946,151
Advertising	1,034	-	-
Awards & scholarships	100	-	-
Board Governance	-	-	-
Equipment	-	-	-
Information technology	15,028	16,600	16,600
Insurance	30,860	32,305	27,305
Interest & finance charges	4,839	7,500	5,000
Licence fees	-	-	-
Maintenance & services	3,232	14,250	14,250
Purchases for resale	-	-	-
Office expenses	2,344	2,850	2,850
Professional development	3,995	3,500	4,000
Professional services	79,477	73,446	10,820
Project related expenses	-	-	-
Property taxes	-	-	-
Travel & staff expenses	11,163	3,600	7,600
Utilities	6,375	6,600	5,700
		-	-
Total Expenses	823,080	924,863	1,040,276

3.0 Conservation Lands Program



3.1 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.

3.2 Beavermead and Warsaw Campgrounds and the Peterborough Marina

Otonabee Conservation manages two campgrounds Beavermead Campground and Warsaw Caves Campground, and provides conservation area day-use activities, group camping, public camping, and seasonal camping. Operations also include canoe rentals and retail sales such as ice and firewood.

In 2026, Otonabee Conservation assumed management of the Peterborough Marina through an agreement with the City of Peterborough. The operation of Beavermead Campground and the Peterborough Marina supports the delivery of non-mandatory municipal programs and services.

3.3 Conservation Lands Program

Conservation Lands Program			
REVENUE	Actual	Budget	
	2025	2026	2027
APPORTIONMENT - OPERATING	179,286	233,948	176,432
Fees	909,753	514,800	723,500
Grants	14,000	2,500	2,500
Donations	325	-	-
Self-generated revenue	194,899	86,166	355,985
Reserves	-	-	-
Agreements	-	-	-
Other	10,193	-	-
Total Revenue	1,308,456	837,414	1,258,417
EXPENSES			
Salaries & benefits	642,198	567,489	719,616
Advertising	200	4,500	4,500
Awards & scholarships	20	-	-
Board Governance	-	-	-
Equipment	8,147	6,200	7,200
Information technology	-	500	500
Insurance	42,963	46,820	48,520
Interest & finance charges	9,102	19,500	46,600
Licence fees	400	27,809	11,400
Maintenance & services	375,353	70,374	75,000
Purchases for resale	23,106	17,500	210,000
Office expenses	2,712	3,800	3,900
Professional development	5,235	3,000	2,500
Professional services	507	-	-
Project related expenses	409	5,000	5,000
Property taxes	20,149	20,000	20,000
Travel & staff expenses	7,165	6,000	6,500
Utilities	57,378	31,000	66,331
Profit Sharing	-	-	28,331
Total Expenses	1,193,212	829,492	1,255,767

4.0 Watershed Management Program

4.1 Drinking Water Source

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

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

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

4.2 Natural Hazards & Monitoring

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

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

Implement provincial water quality & groundwater quantity monitoring programs.

4.3 Land Stewardship Services and Consideration Education

Foster awareness of the watershed environment and watershed health.

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

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

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

4.4 Watershed Management Program

Watershed Management Program Budget			
REVENUE	Actual	Budget	
	2025	2026	2027
APPORTIONMENT - OPERATING	86,769	63,812	65,981
Fees	168,112	-	-
Grants	63,265	96,000	86,000
Donations	21,000	20,000	20,000
Self-generated revenue	19,006	10,000	20,000
Reserves	-	-	-
Agreements	-	164,600	125,500
Other	-	-	-
Total Revenue	358,152	354,412	317,481
EXPENSES			
Salaries & Benefits	257,788	256,490	240,831
Advertising	33	500	500
Awards & Scholarships	-	-	-
Board Governance	390	1,000	1,000
Equipment	541	-	-
Information Technology	1,097	1,181	1,500
Insurance	8,888	13,000	13,000
Interest & Finance charges	365	750	750
Licence Fees	-	-	-
Maintenance & Services	6,200	5,200	8,200
Purchases for resale	9,521	20,000	20,000
Office expenses	604	4,000	5,500
Professional Development	568	1,000	1,250
Professional Services	515	26,563	3,300
Project related expenses	8,163	8,000	18,000
Property Taxes	-	-	-
Travel & Staff Expenses	5,531	2,000	2,000
Utilities	1,845	1,650	1,650
	-	-	-
Total Expenses	302,049	341,334	317,481

5.0 Corporate Services

General Operating Budget			
REVENUE	Actual	Budget	
	2025	2026	2027
APPORTIONMENT - OPERATING	744,296	805,383	775,817
Fees	-	-	-
Grants	-	-	-
Donations	62,724	34,000	45,000
Self-generated revenue	121,863	10,000	22,000
Reserves	-	-	-
Agreements	-	-	-
Other	-	-	-
Total Revenue	928,883	849,383	842,817
EXPENSES			
Salaries & Benefits	421,494	586,539	539,046
Advertising	922	2,000	2,000
Awards & Scholarships	-	-	-
Board Governance	37,783	45,000	42,500
Equipment	17,777	7,500	7,500
Information Technology	71,743	50,000	50,000
Insurance	18,151	25,000	25,000
Interest & Finance charges	235	1,100	1,100
Licence Fees	673	1,500	1,500
Maintenance & Services	41,207	34,043	40,000
Purchases for resale	3,748	-	2,971
Office expenses	3,661	9,000	9,000
Professional Development	2,215	10,500	10,500
Professional Services	107,889	50,000	55,000
Project related expenses	-	1,500	5,000
Property Taxes	1,350	1,200	1,200
Travel & Staff Expenses	6,023	4,500	4,500
Utilities	16,381	20,000	20,000
Vehicle Pool	27,344	21,000	26,000
Total Expenses	778,596	870,382	842,817

6.0 Proposed 2027 Municipal Apportionment

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

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

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



2026 Municipal Apportionment				
Municipality	Modified CVA Based Apportionment %	Municipal Apportionment - Operating	Municipal Apportionment - Capital	Total Municipal Apportionment
Asphodel-Norwood	2.85%	\$43,826	\$3,277	\$47,102
Cavan-Monaghan	7.39%	\$ 113,659	\$8,500	\$122,159
City of Peterborough	58.43%	\$898,448	\$67,190	\$965,638
City of Kawartha Lakes	0.67%	\$10,373	\$776	\$11,149
Douro-Dummer	7.50%	\$ 115,355	\$8,627	\$123,982
Otonabee-South Monaghan	5.75%	\$88,376	\$6,609	\$94,985
Selwyn	17.38%	\$267,303	\$19,990	\$287,293
Trent Hills	0.03%	\$417	\$31	\$449
TOTAL	100.00	\$1,537,757	\$115,000	\$1,652,757

2027 Proposed Municipal Apportionment				
Municipality	Modified CVA Based Apportionment %	Municipal Apportionment - Operating	Municipal Apportionment - Capital	Total Municipal Apportionment
Asphodel-Norwood	2.85%	\$43,784	\$3,274	\$47,058
Cavan-Monaghan	7.49%	\$ 115,164	\$8,612	\$123,776
City of Peterborough	58.17%	\$894,440	\$66,890	\$961,330
City of Kawartha Lakes	0.68%	\$10,405	\$778	\$11,183
Douro-Dummer	7.50%	\$ 115,384	\$8,629	\$124,013
Otonabee-South Monaghan	5.85%	\$89,970	\$6,728	\$96,698
Selwyn	17.44%	\$268,191	\$20,056	\$288,247
Trent Hills	0.03%	\$419	\$33	\$452
TOTAL	100.00	\$1,537,757	\$115,000	\$1,652,757



Presented by

OTONABEE CONSERVATION



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