

Hybrid Finance Committee Agenda
Niagara Peninsula Conservation Authority
Wednesday July 15, 2026, 10:00 a.m.
3350 Merrittville Hwy., Thorold ON

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPOINTMENT OF CHAIR & VICE CHAIR

4. PREVIOUS MEETING MINUTES

4.1. Minutes of the NPCA Finance Committee dated September 17, 2025

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5. CORRESPONDENCE

6. PRESENTATIONS

7. DELEGATIONS

8. CONSENT ITEMS

9. DISCUSSION ITEMS

9.1. Report No. FC-08-26 RE: Financial Report – June 2026 (*distributed separately*)

9.2. Report No. FC-07-26 RE: 2027 Budget Assumptions and Process

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10. NEW BUSINESS

11. CLOSED SESSION

12. ADJOURNMENT

**Finance Committee
MINUTES
Hybrid Meeting
Niagara Peninsula Conservation Authority
3350 Merrittville Hwy., Thorold ON
Wednesday, September 17, 2025, 10:00 a.m.**

ATTENDANCE: S. Beattie
D. Cridland
R. Foster
J. Metcalfe (departed at 10:23 a.m.)

REGRETS: M. Seaborn

STAFF PRESENT: L. Lee-Yate, CAO & Secretary-Treasurer
L. Gagnon, Director, Corporate Services
A. Christie, Director, Conservation Areas
M. Davis, Manager, Office of the CAO & Board
N. Green, Director, Watershed Strategies & Climate Change
D. Deluce, Director, Planning & Development
C. Coverdale, Manager, Financial Services
E. Gervais, Manager, Corporate Support Services

GUESTS PRESENT: B. Grant

Chair Foster called the meeting to order at 10:01 a.m.

1. APPROVAL OF AGENDA

Recommendation No. FC-17-2025

Moved by: John Metcalfe

Seconded by: Donna Cridland

THAT the agenda for the NPCA Finance Committee dated September 17, 2025 **BE AMENDED** with the addition of a presentation regarding 2026 Draft Budgets and Municipal Levies Item 5.1;

AND THAT Item 8.1 be addressed immediately following Item 5.1.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None.

3. PREVIOUS MEETING MINUTES

3.1. Minutes of the NPCA Finance Committee dated April 16, 2025

Recommendation No. FC-18-2025

Moved by: Stew Beattie

Seconded by: John Metcalfe

THAT the Finance Committee minutes dated July 16, 2025 **BE RECEIVED FOR INFORMATION.**

CARRIED

4. CORRESPONDENCE

None.

5. PRESENTATIONS

5.1. 2026 Draft Budgets and Municipal Levies

Director, Corporate Services, Lise Gagnon, presented on the 2026 Draft Budgets and Municipal Levies. Discussion regarding funds available to complete land management plans and prioritization of strategic land securement initiatives ensued.

8.1. Report No. FC-12-25 RE: 2026 Draft Budgets and Municipal Levies

Recommendation No. FC-19-2025

Moved by: Donna Cridland

Seconded by: Stew Beattie

THAT Report No. FC-12-25 RE: 2026 Draft Budgets and Municipal Levies **BE RECEIVED;**

AND THAT the 2026 Draft Budgets & Municipal Levies **BE APPROVED BY WEIGHTED LEVY VOTE** at the Board of Directors meeting on October 24, 2025 for discussion with municipal staff, in accordance with Board approved Budget Assumptions;

AND THAT the list of 2026 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2026 budget through collaborative projects or external funding;

AND THAT NPCA staff **REPORT** the results of discussions with municipal staff to the 2026 Q2 Finance Committee and Board of Directors meetings;

AND FURTHER THAT a copy of the 2026 Draft Budgets and Municipal Levies **BE FORWARDED** to partner municipalities by September 24, 2025, which is 30 days in advance of the October 24, 2025 NPCA Board of Directors meeting.

CARRIED

6. DELEGATIONS

None.

7. CONSENT ITEMS

None.

8. DISCUSSION ITEMS

None.

9. NEW BUSINESS

- Member Cridland noted that a successful event was hosted on September 4, 2025 by the Niagara Peninsula Conservation Foundation. While the primary focus was marketing and networking, the Foundation has seen direct donations in result of hosting the event already.

9.1. Update on Niagara Region Funding Agreement – Capital Projects 2025

- Director, Corporate Services, Lise Gagnon, informed the Committee that the funding arrangement for two capital projects presented to the Full Authority on May 23, 2025, was defeated at Regional Council on August 21, 2025.
- The Committee was informed that a follow-up report will be presented to the Full Authority in the addendum for the upcoming meeting on September 19, 2025.
- Discussion ensued regarding engaging with Niagara Region to explore the creation of a by-law that would enable the execution of alternative financing arrangements like other agencies, boards, and commissions.

10. CLOSED SESSION

None.

11. ADJOURNMENT

The Finance Committee meeting was adjourned at 10:46 a.m.

Report To: Finance Committee

Subject: 2027 Budget Assumptions and Process

Report No: FC-07-26

Date: July 15, 2026

Recommendation:

THAT Report No. FC-07-26 RE: 2027 Budget Assumptions and Process **BE RECEIVED**;

AND THAT the budget assumptions for the 2027 Operating and Capital Budgets as identified in the report **BE APPROVED** for use in the development of the 2027 budgets;

AND THAT staff **BE DIRECTED** to continue discussions relative to known funding gaps and service level agreements with municipal partners;

AND THAT a list of current known unfunded priorities **BE PREPARED** for the Board's consideration in conjunction with 2027 budgets;

AND THAT the Preliminary 2027 Budget **BE REVIEWED** by the Finance Committee and brought to the Board of Directors at the October 23, 2026 meeting for review and approval;

AND THAT staff **BE DIRECTED** to coordinate with municipal partners to ensure the 2027 budget process aligns with the Minister's direction under section 1.14 of the *Conservation Authorities Act* with respect to budget and apportionment matters;

AND FURTHER THAT the funding municipalities **BE ADVISED** thirty days in advance of the Levy vote in accordance with the *Conservation Authorities Act* and Ontario Regulation 402/22.

Purpose:

The purpose of Report No. FC-07-26 is to recommend endorsement of the 2027 Budget Assumptions and Process to the Board of Directors for approval.

Background:

Ontario Regulation 402/22 requires an authority to prepare the budget for a calendar year in accordance with the budgetary process set forward in the Regulation.

On June 26, 2026 the Ministry of the Environment, Conservation and Parks (MECP) issued a direction under s.1.14 of the CAA which aims to preserve operational and budget process continuity through the transition to a regional governance model for conservation authorities.

While Ontario Regulation 402/22 (Budget and Apportionment) does not set out specific dates or deadlines for the completion of the various phases of the budget and apportionment process, this Direction sets the following timing requirements and additional notification requirements:

Item/Task	Deadline
i. Holding of meeting to approve apportionment amounts for participating and specified municipalities (s. 16 of O. Reg. 402/22)	No later than 30 calendar days before the transition date
ii. Holding of meeting to approve final budget (s. 22 of O. Reg. 402/22)	
i. Providing copies of the approved final budget (s. 24 of O. Reg. 402/22)	Prior to the transition date
ii. Sending of notices to participating and specified municipalities (s. 25(2), 27(3), and 27.2(3) of the CAA)	
i. Providing a notice to the Ministry of the Environment Conservation and Parks (MECP) and Ontario Provincial Conservation Agency (OPCA) when each of the following steps is completed: a. Approval of a draft budget for consultation purposes b. Approval of apportionment amounts c. Approval of the final budget d. Sending of notices to participating and specified municipalities	Upon completion of each step

O. Reg 402/22 – Budget and Apportionment retains the three current methods of apportioning expenses/costs, as described further in Table 1.

Table 1: Methods of Apportionment and Authorized Use

Apportionment Method	When Used
Modified current value assessment (MCVA) method using MPAC data	<i>Operating expenses and capital costs where <u>all</u> participating municipalities benefit (and benefit is not disproportionate)</i>
Benefit-based apportionment method: Determined based on the benefit obtained by each participating municipality(ies)	<i>Operating expenses and capital costs where <u>one or some</u> participating municipalities benefit</i> <i>Operating and capital costs where <u>all</u> participating municipalities benefit <u>and</u> where benefit is disproportionate</i>
By agreement between CA and participating municipality(ies) (where CA has entered into an agreement with municipality(ies) with respect to apportionment)	<i>Operating expenses where <u>one or some</u> participating municipality(ies) municipalities benefit</i> <i>Capital costs where all or some benefit</i>

Municipal Apportionment

The approach to municipal apportionment will not change for 2027 calendar year budgets and will follow the existing methods set out in O. Reg. 402/22 and O. Reg. 401/22 (Determination of Amounts Under Subsection 27.2 (2) of the Act) and apply to the current participating and specified municipalities of each authority per the apportionment percentages distributed by the Ministry of the Environment Conservation and Parks.

Once apportioned amounts are determined and approved by authorities, notices of apportionment are sent to each participating municipality and notices setting out amounts owing are sent to each specified municipality. Each municipality shall be required to pay the amount apportioned to it even after the transition date under the CAA, at which point the payment will be due to the regional conservation authority.

Levy Apportionment by Type of Costs

As per the Legislation, CA's can apportion costs for all category 1 (mandatory) programs and services and can only apportion costs for category 2 and 3 programs and services with agreements in place with the municipalities. General operating expenses or capital costs (formerly referred to as 'corporate administrative costs') can be levied without agreement. As part of the budget process, and in keeping with current practice, CA's are required to consider the use of self-generated revenue as per Board approved Fee Policy.

The fees that conservation authorities charge, in accordance with the Minister's Fee Classes Policy, are considered 'user fees.' 'User fees' are fees paid to an authority by a person or organization for a service that they specifically benefit from. This includes use of a public resource (e.g., park access or facility rental) or the privilege to do something (e.g., receive an approval through a permit or other permission to undertake a regulated activity).

Enabling authorities to charge a fee for programs and services where the User-Pay Principle is considered appropriate increases opportunities for an authority to generate revenue. This may reduce an authority's reliance on the municipal levy to finance the programs and services it provides.

Methods of apportionment based on the category of programs and services are further detailed below in Table 2.

Table 2: Category of Services and Methods of Apportionment

Types of Costs	Description
Category 1 – all mandatory programs and services	• <i>Operating expenses</i> for programs and services that <u>benefit all</u> participating municipalities (i.e. general levy) would be apportioned using the MCVA or benefit-based methods. • <i>Capital costs</i> that <u>benefit all</u> would use the MCVA, benefit-based or agreement methods. • <i>Capital costs and operating expenses</i> for programs and services that <u>benefit only one or some</u> municipalities (e.g. ice management, certain infrastructure operation/ maintenance costs) may be apportioned by benefit-based or agreement methods.
Category 2 - all municipal programs and services	• <i>Capital costs and operating expenses</i> would be apportioned directly and entirely to the participating municipality that has entered into the MOU or other agreement under s. 21.1.1 of CAA with the CA for the CA to provide the program and service on the municipality's behalf.
Category 3 - other programs and services	• <i>Capital costs and operating expenses</i> would be apportioned in accordance with cost apportioning agreement. If agreement is silent, then MCVA or benefit-based methods.

Currently, all Category 3 programs and services governed by the executed MOU are apportioned to each municipality using the MCVA method.

Discussion:

In the development of the recommended budget assumptions for the 2027 budget process, Staff will consider the following:

- Funding municipalities guidelines for the municipal levy when available. Further to discussions with municipal partners' finance staff, Staff are not anticipating receiving any municipal budget guidelines for 2027 until NPCA budgets are complete, due to municipal elections. In the absence of municipal guidelines, Staff are recommending adoption of the guidelines provided by municipal partners for the 2026 fiscal year (Niagara – 3.5% / Hamilton – 4.25%).
- Cost of living adjustments (COLA) and grid step increases
- Inflation (Consumer price index – CPI)
- Minister's Direction regarding budget and apportionment matters
- Impacts from tariffs
- Multi-year contractual obligations
- Operating, capital, and program pressures
- Board approved Fee Policy and full cost accounting
- Focus on internal efficiencies
- General economic outlook

- Impacts on service delivery
- Asset management and state-of-good repair
- User-Pay Principle

Please see attached Appendix 1 – 2027 Budget Schedule which provides details and milestones on the process and related timelines for the 2027 budget cycle.

Strategic Plan:

As per current practice, the proposed 2027 budget will be aligned with NPCA's *2021-2031 Strategic Plan*. Through six overarching priorities and twenty-one specific, measurable goals, the plan builds on the principles of conservation leadership, customer service, collaboration, and accountability to nature. Each of the strategic priorities has specific, measurable, attainable, realistic, and timely goals to ensure the NPCA is delivering on its mandate and desired outcomes as well as comprehensive metrics to measure the success of our organization's activities and to support the achievement of our key performance indicators (KPIs).

As a requirement of the *Conservation Authorities Act* regulations and as identified in the *2021-2031 Strategic Plan*, the Board of Directors approved the Watershed-Based Resource Management Strategy in December 2024, which assists the NPCA with evolving or enhancing the delivery of its programs and services. The Strategy identifies potential risks that could impact the effective delivery of mandatory Category 1 programs and services, and outlines actions to mitigate these risks. The Strategy will assist staff with the ongoing prioritization of operating and capital costs to support the effective delivery of mandatory Category 1 programs and services.

Unfunded Pressures:

In keeping with previous budget cycles, an extensive review of unfunded operating and capital pressures is currently underway for the 2027 budget process and included below the line in budget presentations. This critical exercise is intended to identify the required investments in the NPCA for long-term sustainability of the organization, and support asset management state of good repair protocols.

The Corporate Services division is currently in the process of developing a formal strategic asset management plan which includes the following components:

- Asset Inventory (complete)
- Asset Condition Assessment (complete)
- Levels of Service
- Lifecycle Management Strategy
- Risk Management Strategy
- Financial Strategy

This process also includes an evaluation of the data gaps in the current asset inventory and condition assessment. It is anticipated that the full Asset Management Plan will be complete in Q3 and brought to the Board for consideration and approval.

Relevance to Authority Policy:

The NPCA is required to prepare annual budgets as part of the fiscal control and financial responsibilities of the organization. The budget is also used in the audit process for evaluation by the external auditing firm. Annual audits are required as per Section 38 of the *Conservation Authorities Act*.

Related Reports and Appendices:

Appendix 1: 2027 Budget Schedule

Appendix 2: Minister's direction under section 1.14 of the *Conservation Authorities Act* with respect to budget and apportionment matters

Fee Policy – Available Upon Request

Links To Policy/Strategic Plan:

Goal 6.1 – Ensure responsible, sustainable, and sound fiscal practices

Goal 3.1 – Create equitable access to greenspace for the health and well-being of people.

Prepared by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Leilani Lee-Yates, BES, MSPL.RPD, MCIP, RPP
Chief Administrative Officer/ Secretary-Treasurer

2027 Operating & Capital Budget Schedule

Pending	2027 Budget Planning Guidelines - Niagara, Hamilton and Haldimand
May 15, 2026	Meet with Niagara Region Finance Staff re 2027 Budgets and Amalgamation
May 21, 2026	Niagara Region - Memo received regarding intention to Transition to a Multi-Year Budgeting Framework starting in 2028
June-August 2026	Consultation with funding municipalities on 2027 budgets and MOU's, amalgamation guidelines and Minister's Direction(s)
June 9, 2026	FMW 2027 Operating and Capital Budget modules available
June 16 to July 25, 2025	Budget data input by budget owners, consultation / meetings with internal stakeholders
July 15, 2026	2027 budget assumptions approved by the Finance Committee
July 15, 2026	Meet with City of Hamilton Finance Staff re 2027 Budgets and Amalgamation
July 24, 2026	2027 Operating and Capital Budgets due to Finance
July 27 to Aug. 28, 2026	2027 Operating and Capital Budget analytics by Finance Division
Sept. 9, 2026	2027 Draft Operating and Capital Budgets due to Finance Committee report(s) agenda deadline
September 16, 2026	2027 Draft Operating and Capital Budgets presented to Finance Committee
Sept. 23, 2026	30 day notice to Municipal Funding partners - NPCA Board approval of 2027 budgets on October 23, 2026 (send notice to MECP and OPCA)
October 12, 2026	2027 Draft Operating and Capital Budgets due to Authority Board report(s) agenda deadline, including 2027 Budget Book
October 23, 2026	Draft 2027 Operating and Capital Budgets to the Authority Board for approval to begin negotiations with municipal partners; weighted levy vote (send notice to MECP and OPCA)
Pending	2027 Draft Operating and Capital Budgets presentation to Niagara Region Budget Review Committee of the Whole
Pending	2027 Draft Operating and Capital Budgets - presentation to City of Hamilton General Issues Committee & Haldimand County (if required)
April 2027 (tentative)	2027 Final Operating and Capital Budgets approved by Authority Board
April 2027 (tentative)	Release levy letters to partner municipalities



357-2026-1745

June 26, 2026

TO: Conservation Authorities Chairs, GMs/CAOs, and municipalities

SUBJECT: Minister's direction under section 1.14 of the *Conservation Authorities Act* with respect to budget and apportionment matters

I am writing with regards to the transition of Ontario's conservation authority system to a consolidated regional model. Pursuant to my authority under section 1.14 of the *Conservation Authorities Act* (CAA), I am issuing a direction ("Direction") to conservation authorities on budget and apportionment matters leading up to the transition date – please see attached Direction.

The purpose of this Direction, effective from June 26, 2026 to the transition date under the CAA (i.e., February 1, 2027, or such later date as may be prescribed by the regulations), is to require conservation authorities to complete the budgetary process for the 2027 calendar year budget before the transition date, and in accordance with the CAA and applicable budget and apportionment regulations.

This Direction establishes deadlines for key budget process milestones, including the holding of meetings to approve apportionment amounts and final budgets, and the sending of notices of apportionment to participating municipalities. Conservation authorities are also required to notify the Ministry of the Environment, Conservation and Parks and the Ontario Provincial Conservation Agency (OPCA) as certain steps of the budget process are completed. This Direction applies to all conservation authorities listed in Appendix A, with additional guidance set out in Appendix B of the attachment.

The Direction is intended to ensure that the transition to consolidation is successful with minimal disruptions to conservation authorities' governance, programs and services.

If you have any questions regarding this Direction, please contact the Conservation Authorities Section of the Ministry of the Environment, Conservation and Parks at ca.office@ontario.ca.

...2

Conservation Authorities Chairs, GMs/CAOs, and municipalities
Page 2.

Sincerely,

A handwritten signature in blue ink, appearing to read "Todd McCarthy", with a long, sweeping horizontal line extending to the left.

Todd McCarthy
Minister of the Environment, Conservation and Parks

Enclosures

c: The Honorable Rob Flack, Minister of Municipal Affairs and Housing

ATTACHMENT A

Minister's Direction Issued Pursuant to Section 1.14 of the *Conservation Authorities Act* (this "Direction")

Section 1.14 of the *Conservation Authorities Act* (CAA) provides the Minister with the authority to issue a direction to a conservation authority in relation to various matters for the purpose of facilitating the transition to a regional watershed-based framework for conservation authorities. The types of directions that can be issued by the Minister are set out in clauses 1.14(1)(a) to (d):

- (a) prohibiting the authority from making a decision in relation to its exercise of any of its powers under this Act or any other Act in the circumstances specified in the direction and subject to any specified conditions;
- (b) requiring the authority to give notice, in accordance with the direction, of a decision that it has made;
- (c) requiring the authority to send notices under subsection 25 (2), 27 (3) or 27.2 (3) by the date specified in the direction;
- (d) governing budgetary and apportionment matters relating to the authority that are otherwise addressed in a regulation made under clause 40 (1) (c), (e) or (f) or clause 40 (3) (k).

Section 1.14 further provides that an authority that receives such a direction shall comply with the direction within the time specified in the direction.

Pursuant to the authority of the Minister of the Environment, Conservation and Parks under clauses 1.14(1)(c) and (d), the conservation authorities set out under Appendix "A" of this Direction (the "**authorities**" or each, an "**authority**") are hereby directed as follows:

1. Each authority shall take all necessary steps to develop and approve its budget for the 2027 calendar year, in accordance with the CAA, to ensure that the authority complies with paragraphs 2 and 3 of this Direction.
2. No later than thirty (30) calendar days prior to the transition date, each authority shall:
 - i. Hold a meeting to approve apportionment amounts for its participating and specified municipalities as required by section 16 of O. Reg. 402/22.
 - ii. Hold a meeting to approve a final budget as required by section 22 of O. Reg. 402/22.
3. Prior to the transition date, each authority shall:
 - i. Provide a copy of its final budget to the Minister and each of its participating and specified municipalities in accordance with section 24 of O. Reg. 402/22, and in addition, provide a copy of the approved final budget to the Ontario Provincial Conservation Agency (OPCA).
 - ii. Send notices to the authority's participating and specified municipalities in accordance with subsections 25(2) (notices of apportionment of capital

costs), 27(3) (notices of apportionment of operating expenses) and 27.2(3) (notices of amounts owed by specified municipalities) of the CAA.

4. Upon completion of each of the following steps, each authority shall provide written notice of the completion of the step to the Ministry of the Environment, Conservation, and Parks and the OPCA:
 - i. Approval of a draft budget for consultation purposes in accordance with section 14 of O. Reg. 402/22.
 - ii. Approval of apportionment amounts for participating and specified municipalities in accordance with section 18 of O. Reg. 402/22.
 - iii. Approval of a final budget in accordance with section 23 of O. Reg. 402/22.
 - iv. Sending of notices to participating and specified municipalities in accordance with subsections 25 (2), 27(3) and 27.2(3) of the CAA.

General

5. This Direction applies to the authorities listed in Appendix "A" to this Direction.
6. This Direction is effective from the date of its issuance to the transition date, within the meaning of the CAA (i.e., February 1, 2027 or such later date as may be prescribed by the regulations).
7. This Direction may be amended in writing from time to time at the sole discretion of the Minister.



Todd McCarthy
Minister of the Environment, Conservation and Parks
[June 26, 2026]

APPENDIX A

LIST OF CONSERVATION AUTHORITIES TO WHICH THE DIRECTION APPLIES

Ausable Bayfield CA	Lower Trent Region CA
Cataraqui Region CA	Maitland Valley CA
Catfish Creek CA	Mattagami Region CA
Central Lake Ontario CA	Mississippi Valley CA
Credit Valley CA	Niagara Peninsula CA
Crowe Valley CA	Nickel District CA
Essex Region CA	North Bay-Mattawa CA
Ganaraska Region CA	Nottawasaga Valley CA
Grand River CA	Otonabee Region CA
Grey Sauble CA	Quinte Region CA
Halton Region CA	Raisin Region CA
Hamilton Region CA	Rideau Valley CA
Kawartha Region CA	Saugeen Valley CA
Kettle Creek CA	Sault Ste. Marie Region CA
Lake Simcoe Region CA	South Nation River CA
Long Point Region CA	St. Clair Region CA
Lower Thames Valley CA	Toronto and Region CA
	Upper Thames River CA

APPENDIX B

Guidance document for the Minister's Direction issued under section 1.14 of the CAA with respect to budget and apportionment matters

The Minister's Direction issued June 26, 2026 under s.1.14 of the CAA aims to preserve operational and budget process continuity through the transition to a regional governance model for conservation authorities.

While Ontario Regulation 402/22 (Budget and Apportionment) does not set out specific dates or deadlines for the completion of the various phases of the budget and apportionment process, this Direction sets the following timing requirements and additional notification requirements:

Item/Task	Deadline
i. Holding of meeting to approve apportionment amounts for participating and specified municipalities (s. 16 of O. Reg. 402/22)	No later than 30 calendar days before the transition date
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i. Providing copies of the approved final budget (s. 24 of O. Reg. 402/22)	Prior to the transition date
ii. Sending of notices to participating and specified municipalities (s. 25(2), 27(3), and 27.2(3) of the CAA)	
i. Providing a notice to the Ministry of the Environment Conservation and Parks (MECP) and Ontario Provincial Conservation Agency (OPCA) when each of the following steps is completed: a. Approval of a draft budget for consultation purposes b. Approval of apportionment amounts c. Approval of the final budget d. Sending of notices to participating and specified municipalities	Upon completion of each step

With respect to any documents and notice required to be given to the MECP and OPCA (e.g., approved final budget and notice of completion of various steps), please send those documents and notices to MECP at ca.office@ontario.ca and OPCA at CCEO@ontario.ca.

2027 Annual Budget

Conservation authorities will carry out the 2027 calendar year budget process in accordance with Ministers Directions, the CAA and its regulations. The determination of revenue, expenses and costs under Section 5 of O. Reg. 402/22 and determination of reduced amounts to be apportioned under Section 6 of O. Reg. 402/22 should reflect continuity of normal operations of an authority according to current organization's

governance, financial structures, and programs and services. Any anticipated impacts from regional consolidation should not be considered or incorporated into the preparation of the budget for the 2027 calendar year under this direction.

Municipal Consultation

Current participating and specified municipalities are to be consulted on the draft budget for the 2027 calendar year, in accordance with existing legislative/regulatory requirements.

Voting

Budget-related votes are conducted using current authority membership and existing governance rules and in accordance with regulations, where that is set out.

Final Approval and Posting

Authorities approve, post, and provide copies of the final budget for the 2027 calendar year in accordance with existing requirements and the Minister's Direction.

Municipal Apportionment

The approach to municipal apportionment will not change for 2027 calendar year budgets and will follow the existing methods set out in O. Reg. 402/22 and O. Reg. 401/22 (Determination of Amounts Under Subsection 27.2 (2) of the Act) and apply to the current participating and specified municipalities of each authority per the apportionment percentages distributed by the Ministry of the Environment Conservation and Parks.

Once apportioned amounts are determined and approved by authorities, notices of apportionment are sent to each participating municipality and notices setting out amounts owing are sent to each specified municipality. Each municipality shall be required to pay the amount apportioned to it even after the transition date under the CAA, at which point the payment will be due to the regional conservation authority.

Future Annual Budget

Budget alignment across regional conservation authorities will occur following the transition date.

The ministry will assess whether any changes need to be made to the budgeting process as set out in the budget and apportionment regulations as a result of the regional consolidation of authorities and will consider amendments to those regulations in Fall 2026, where appropriate.