



WATERSHED-BASED RESOURCE MANAGEMENT STRATEGY

DISCUSSION PAPER

September 10, 2024

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EXECUTIVE SUMMARY

The Watershed-Based Resource Management Strategy (Watershed Strategy) aims to guide the Niagara Peninsula Conservation Authority (NPCA) in managing watershed resources sustainably. This Discussion Paper outlines the strategic framework, regulatory requirements, and stakeholder engagement processes that will shape the final Watershed Strategy. Key objectives include enhancing watershed health, promoting climate resilience, and integrating stakeholder input. The strategy supports NPCA's commitment to protecting the Niagara Peninsula's unique watershed and promoting community engagement. This paper serves as a call to action for stakeholders to participate in shaping a sustainable future for the Niagara Peninsula watershed.

1.0 INTRODUCTION

1.1 The Niagara Peninsula Watershed

NPCA, established in 1959 under the Conservation Authorities Act, manages 41 conservation areas and oversees watershed management for the Niagara Peninsula. The watershed encompasses 2,424 km², including the entire Regional Municipality of Niagara, parts of the City of Hamilton, and Haldimand County. This area is part of the Carolinian life zone, one of the most biodiverse and threatened ecoregions in Canada, supporting rare plants, animals, and critical habitats such as forests, wetlands, and coastal areas.

NPCA's mandate is to protect, enhance, and sustain healthy watersheds through programs and services that include flood and hazard management, source water protection, ecosystem restoration, and community stewardship. With an increasing need for sustainable management practices in the face of urbanization and climate change, the Watershed Strategy provides a strategic approach to preserving these critical resources.

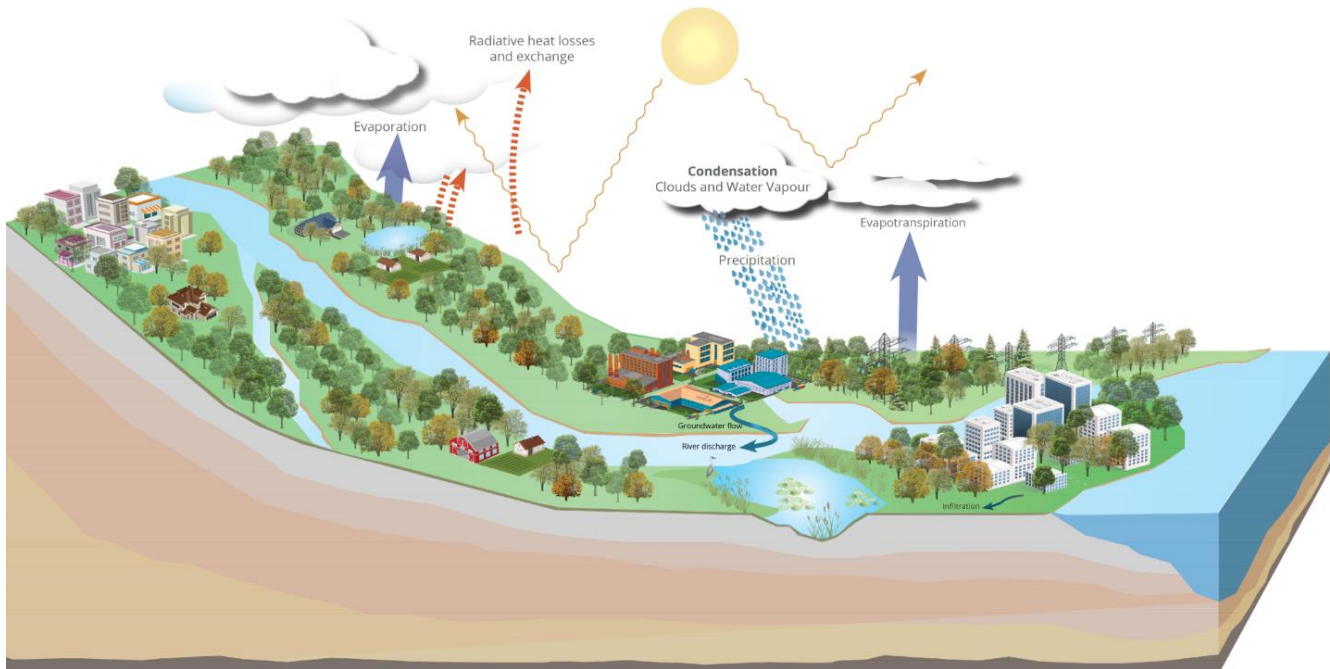


Figure 1 – Watershed Diagram

The Niagara Peninsula Conservation Authority's watershed covers an area of 2,424 square kilometers, including the entire Regional Municipality of Niagara, as well as portions of the City of Hamilton (21%) and Haldimand County (25%). This land has been home to Indigenous peoples since time immemorial, serving as a place for sharing, trading, hunting, gathering, stewardship, and fostering community bonds. Today, the watershed supports a population of approximately 520,000 people, highlighting the ongoing significance of this region. Figure 2 further illustrates the boundaries of the Niagara Peninsula watershed, emphasizing the vast and diverse landscape that NPCA is committed to protecting and managing.



Figure 2- NPCA Watershed

The Niagara Peninsula watershed is a unique natural treasure, characterized by diverse cultural, geological, hydrological, and biological features unparalleled in North America. It is part of the Carolinian life zone, Canada's most biodiverse and threatened ecoregion, with approximately 30% natural cover, including forested woodlots, slough forests, alvars, and coastal wetlands that support rare plants and animals.

Situated between two Great Lakes and bordered by the Niagara River, the watershed encompasses notable natural features such as the Niagara Escarpment Biosphere Reserve, Niagara Falls, Wainfleet Bog, Ball's Falls, and Willoughby Marsh. The region's distinct microclimate and fertile soils support a highly productive agricultural system, including vineyards, orchards, livestock, and specialty crops like greenhouse vegetables, sod, and mushrooms.

These rich natural assets provide vital life-sustaining benefits and opportunities to explore both nature and culture, underscoring the importance of ongoing conservation efforts to protect this exceptional environment.

1.2 Integrated Watershed Management

NPCA employs an Integrated Watershed Management (IWM) approach, recognizing that water is a valuable resource that should be managed sustainably in conjunction with natural resources like fisheries, wildlife, and land. IWM involves managing human activities and natural resources within watershed boundaries through adaptive practices that ensure sustainability. This strategy enables the NPCA to make informed, science-based decisions to protect watershed health and ensure a sustainable future.

2.0 PURPOSE & REGULATORY FRAMEWORK

The Watershed Strategy is developed in response to Ontario Regulation 686/21: Mandatory Programs and Services, which is made under section 21.1(1)2 of the Conservation Authorities Act. This regulation outlines the specific programs and services that all Conservation Authorities must provide within their jurisdiction.

The Conservation Authorities Act and its accompanying regulations also require Conservation Authorities to establish Transition Plans, which include an Inventory of Programs and Services, and Service Level Agreements for Category 2 and 3 programs and services.

The Inventory of Programs and Services identifies three categories of services that Conservation Authorities are mandated, or may choose, to provide:

Category 1: Mandatory Programs & Services

These are essential services, such as natural hazard management, that all Conservation Authorities must deliver within their jurisdiction. These programs are eligible for cost apportionment to participating municipalities without requiring an agreement and are typically funded through a combination of municipal levies, user fees, and grants.

Category 2: Municipal Programs & Services

These services are provided at the request of a municipality, such as tree planting initiatives and technical research that inform municipal decision-making. Funding for these services is contingent on Memoranda of Understanding (MOUs) or other agreements with the requesting municipalities. The cost of these programs can be apportioned to participating municipalities and is supported through municipal levies, user fees, grants, and service agreements.

Category 3: Other Programs & Services

These are additional services that the Conservation Authority deems necessary to further the purposes of the Conservation Authorities Act, including activities like restoration projects and stewardship programs. These services may be partially or wholly funded by municipalities through cost-sharing agreements and are supported by municipal levies, user fees, grants, or other MOUs and service agreements.

NPCA's Inventory of Programs and Services was completed in 2022 in compliance with the Conservation Authorities Act and serves as a foundational element of the Watershed Strategy. Table 1 provides further details on the funding mechanisms for each category of NPCA's programs and services.

Table 1 - Funding Mechanisms for NPCA's Programs and Services

CATEGORY 1 Mandatory Programs and Services (O.Reg.686/21)	CATEGORY 2 Municipal Programs and Services	CATEGORY 3 Other Programs and Services
Funded through municipal levies, user fees, and grants, with costs apportioned to municipalities.	Funded through levies, user fees, grants, and service agreements, with MOUs required for cost apportionment.	Funded through municipal levies, user fees, grants, and MOUs, with agreements required for municipal funding.

To facilitate the delivery of Category 2 and 3 services, NPCA has established Municipal Service Level Agreements with key partners, including Niagara Region, the City of Hamilton, and Haldimand County. These agreements enable the provision of non-mandatory programs and ensure that funding arrangements are clear and sustainable. Additionally, NPCA can enter into service agreements with lower-tier municipalities to further support the provision of Category 2 municipal programs and services.

Ontario Regulation 686/21 also mandates the development of a Watershed-Based Resource Management Strategy. This strategy must be completed by December 31, 2024, and must include a comprehensive consultation process with stakeholders and the public. NPCA is committed to ensuring that the strategy is prepared transparently and that it is made publicly available to guide the sustainable management of watershed resources across the Niagara Peninsula.

3.0 WATERSHED-BASED RESOURCE MANAGEMENT STRATEGY FRAMEWORK

The Watershed Strategy will include the following components:

- **Guiding Principles and Objectives:** Inform the design and delivery of programs and services required under section 21.1 the Conservation Authorities Act.
- **Technical Studies and Monitoring Programs:** Summarize existing data that supports watershed management.
- **Program Review:** Assess current programs to identify compliance, issues, risks, and proposed actions for improvement.
- **Periodic Review Process:** Establish procedures for regular updates and stakeholder engagement to ensure the strategy remains relevant and effective.

The purpose of the Watershed Strategy is to assist NPCA with evolving or enhancing the delivery of our programs and services and improve efficiencies and their effectiveness in supporting mandatory Category 1 programs.

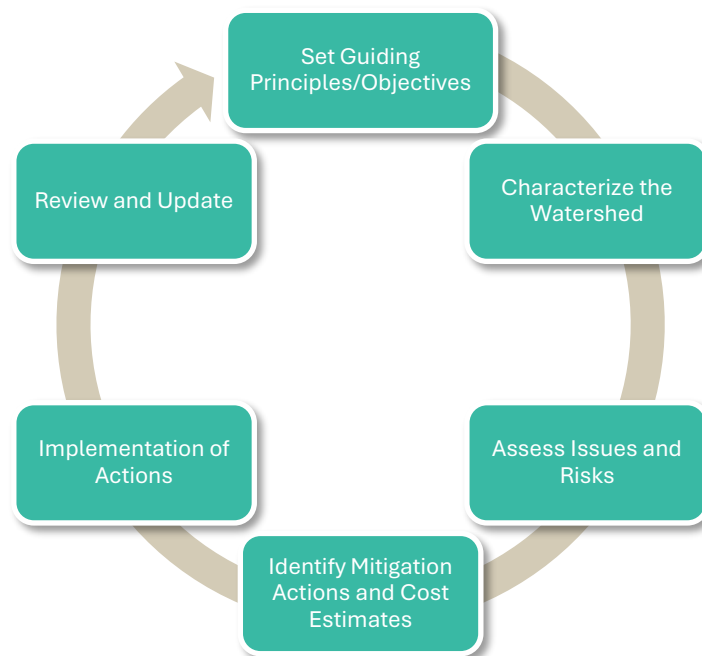


Figure 3 - Watershed-based Resource Management Strategy Framework

Figure 3 illustrates the framework that will guide the development of the Watershed Strategy. This strategy will incorporate guiding principles and objectives from NPCA's 10-year [Strategic Plan](#) to shape the design and delivery of programs and services. It will also include a comprehensive summary of the data and technical information that NPCA relies on to support its program delivery. Furthermore, the strategy will identify potential issues and risks that could hinder the effective delivery of Category 1 programs and services, along with targeted actions to mitigate these challenges.

The Watershed Strategy framework provides a structured approach for updating NPCA's Inventory of Programs and Services, ensuring that program descriptions and language remain consistent across all NPCA initiatives. By doing so, the strategy will help pinpoint opportunities to enhance or sustain watershed health, enabling NPCA to continuously adapt its efforts to meet evolving environmental

4.0 OVERARCHING GOALS & OBJECTIVES

4.1 Strategic Alignment

The Watershed Strategy aligns with the NPCA's 2021-2031 [Strategic Plan: Nature for All](#), which guides our efforts in managing the Niagara Peninsula watershed. The Strategic Plan emphasizes a conservation-first philosophy, collaborative ethics, and innovation rooted in science, setting the foundation for our response to climate change, growth, and the need for sustainable green infrastructure. Developed through extensive consultation with NPCA's Board of Directors, Public Advisory Committee, Indigenous groups, partners, and local stakeholders, the Strategic Plan outlines six overarching priorities that shape our actions toward a resilient and sustainable watershed.

1. **Healthy and Climate Resilient Watersheds:** Improving nature for the betterment of all life across the watershed.
2. **Supporting Sustainable Growth:** Helping to create resilient communities through land-use planning and the use of sustainable technologies to prepare for a changing climate and related environmental challenges.
3. **Connecting People to Nature:** Creating equitable access to greenspace for the health and well-being of people.
4. **Partner of Choice:** Strengthening our relationships with stakeholders, partners, the watershed community, and Indigenous peoples.

5. **Organizational Excellence:** Striving for excellence through high service delivery standards and accountability to the environment and its people.
6. **Financial Sustainability:** Ensuring a financially stable and sustainable organization and continued service-delivery through innovative business models, diverse funding sources, and best practices.

Vision: Nature for All

We envision a healthy and vibrant environment with shared greenspace and clean water that sustains life for future generations.

Mission

To create common ground for conservation-inspired action and accountability to nature.

4.2 Guiding Principles

The following guiding principles underpin our approach to watershed management, as outlined in the Strategic Plan:

- **Watersheds Transcend Municipal Boundaries:** We are committed to working collaboratively with the watershed community and municipal partners to support climate-resilient and connected natural systems.
- **Natural Green Infrastructure is Critical to Life:** Our daily work conserves and restores green infrastructure that supports ecological, socio-economic, public safety, and health services.
- **Diverse Experiences and Ideas Lead to Stronger Outcomes:** We exemplify inclusion and equity through meaningful engagement and collaboration, valuing diverse perspectives.
- **Innovation Requires Learning from Each Other and the Past:** We strive for continuous improvement, embracing resilience, adaptability, and learning to remain a trusted and valued partner.

5.0 NPCA PROGRAMS & SERVICES

The NPCA Inventory of Programs and Services (Appendix I), identifies five Key Service Areas:

Natural Hazard Management

NPCA's natural hazard management programs protect people and properties from floods, erosion, and other hazards such as dynamic beach, flooding, and drought conditions. These services aim to reduce public risk, enhance environmental health, and promote awareness of natural hazards, including the effects of climate change. Key programs include flood and erosion management, forecasting, shoreline hazard management, environmental planning, compliance, and enforcement.

Key Programs and Services:

- Flood and Erosion Management
- Flood Forecast and Warning
- Water Resources Engineering
- Shoreline Hazard Management
- Environmental Planning and Policy
- Planning and Permitting
- Compliance and Enforcement
- Planning Ecology

Watershed Resource Management and Climate Change

NPCA applies research and science to assess watershed conditions, cumulative impacts, and climate risks, guiding strategies to protect, enhance, and restore healthy, climate-resilient watersheds.

Key Programs and Services:

- Integrated Watershed Monitoring and Reporting
- Community Engagement and Ecological Restoration
- Technical Studies for Regulatory Mapping
- Natural Asset Management
- Special Projects (e.g., groundwater monitoring)
- Climate Change Resilience
- Watershed and Sub-watershed Planning
- Drinking Source Water Protection and other projects

Conservation Authority Lands and Conservation Areas

NPCA manages approximately 3,000 hectares of land, including 41 conservation areas essential to watershed management, environmental protection, and recreation.

Key Programs and Services:

- Land Acquisition and Disposition
- Land Management Planning
- Active Recreation Programs
- Camping, Facility Rentals, and Special Events
- Education Programs, Day Camps, and Nature School
- Heritage Programs and Events
- Land Care and Section 29 Enforcement
- Land Lease and Agreement Management

Enabling Services

Enabling services support NPCA's accountability, efficiency, and effectiveness, aiding programs, governance, and public engagement.

Key Services:

- Corporate Services (Finance, Accounting, Facilities, Risk Management)
- Financial Services (Budgeting, Asset Management, Planning)
- People and Performance (Talent Acquisition, Training, Health and Safety)
- Information Management and Technology
- Communications, Marketing, and Public Relations
- Corporate Administration and Governance
- Procurement and Contract Management
- Asset and Capital Project Management

Partnerships

NPCA is dedicated to fostering partnerships that enhance conservation efforts, working with governments, municipalities, Indigenous communities, conservation groups, and other stakeholders. We aim to create climate-resilient systems through collaboration, inclusion, and innovative approaches to program delivery and environmental preservation.

6.0 CLIMATE CHANGE CONSIDERATIONS

Watershed management plays a crucial role in addressing the impacts of climate change, and NPCA is committed to integrating climate action into its approach. One key strategy is flood mitigation, where NPCA uses natural infrastructure, such as wetlands, to absorb stormwater and reduce the risk of flooding. Additionally, carbon sequestration is a critical focus, with efforts centered on protecting and restoring forests that capture and store carbon, thereby mitigating greenhouse gas emissions. Enhancing ecosystem resilience is also a priority; by improving habitat connectivity and biodiversity, NPCA helps natural systems adapt to the variability brought by changing climate conditions. NPCA remains committed to embedding climate resilience and adaptation within its watershed management strategy, ensuring long-term environmental and community sustainability.

7.0 GET INVOLVED!

Your participation is crucial to the success of the Watershed Strategy. We invite you to contribute your insights and feedback through our survey on the [Get Involved NPCA portal](#), attend the upcoming Public Information Centre, and stay engaged in the process. Together, we can shape a resilient and sustainable future for our watershed.

8.0 NEXT STEPS

The input received through this Discussion Paper, the survey, and the Public Information Centre will inform the development of the draft Watershed Strategy, which will be released in October for public review. A three-week commenting period will follow, allowing further feedback before the final strategy is presented to the NPCA Board of Directors in December 2024.

For more information and to stay updated on this project, please visit the [Get Involved NPCA portal](#).

NPCA Inventory of Programs and Services			
Program or Service	Description	Funding Category (1, 2, 3)	Strategic Plan Goals
Natural Hazard Management	Protecting people and properties from flood, erosion, and other natural hazards.		
Flood Forecasting and Warning			Goals 1.1, 1.2, 2.3, 4.2
	Delivery of accurate, real-time information for flood forecasting, warning, and messaging	1	
	Water quantity monitoring specific to flood forecasting and warning	1	
	Climate monitoring	1	
Flood and Erosion Management			Goals 1.1, 1.2, 2.3, 4.2
	Management and monitoring of riverine erosion across the watershed jurisdiction	1	
	Ice management	1	
	Floodplain mapping	1	
	Flood and erosion risk and mitigation studies)	1	
	Operation and maintenance of NPCA flood and erosion control infrastructures	1	
	Flood and erosion hazard mitigation projects	1	
	Flood and erosion hazard mitigation projects - Fee for Service	2,3	

NPCA Inventory of Programs and Services			
Program or Service	Description	Funding Category (1, 2, 3)	Strategic Plan Goals
Shoreline Hazard Management			Goals 1.2, 2.2
	Shoreline management plans update	1	
	Integration of natural hazard management with overall shoreline climate resiliency and watershed resource management to respond to climate change risk and vulnerability	1	
	Flood and erosion hazard mitigation projects	1	
	Flood and erosion hazard mitigation projects - Fee for Service	2,3	
Environmental Planning and Policy			Goals 1.2, 2.1, 5.3
	Review and commenting on proposals, applications, or other matters under the Federal and Provincial Environmental Assessment Acts related to s. 28 and natural hazards	1	
	Review and process s. 28 permit applications related to public infrastructure (e.g. Hydro One, Enbridge, Bell, municipal, DART protocol)	1	
	Class Environmental Assessment for Flood and Erosion Control Projects	2	

NPCA Inventory of Programs and Services			
Program or Service	Description	Funding Category (1, 2, 3)	Strategic Plan Goals
Planning and Permitting			Goals 1.2, 2.1, 5.3
	Review and commenting on proposals, applications, or other matters under the Planning Act, Niagara Escarpment Act, and Aggregates Resources Act related to s. 28 and natural hazards	1	
	Review and process s. 28 permits (not related to public infrastructure)	1	
Compliance and Enforcement	Investigation and enforcement of regulatory compliance under s.28	1	Goal 1.2
Watershed Resource Management and Climate Change	Programs and services to understand the current conditions, cumulative impacts, and risks to watersheds. Strategies and measures to protect, enhance, and restore watersheds toward creating healthy and climate-resilient watersheds.		
Watershed-based Resource Management Strategy	Development and implementation of the strategy, including compiling existing resources, management plans, watershed plans, studies, and data	1	Goals 1.1, 1.2, 1.3, 2.2, 4.1, 4.2
Watershed and Sub-watershed Resources Planning			Goals 1.1, 2.2, 4.1
	Updates to NPCA watershed plans	1	
	Sub-watershed-level assessments and analyses (e.g., water budgets, catchment assessment, non-point source modelling, groundwater modelling, and systematic conservation monitoring)	1	
	Determine the cumulative watershed impacts from natural resource inventory and resource assessment studies	1	

NPCA Inventory of Programs and Services			
Program or Service	Description	Funding Category (1, 2, 3)	Strategic Plan Goals
	Develop and maintain recommendations and guidelines to assist in the management of watershed natural resources	1	
	Provide data and technical analysis to inform sub-watershed and quaternary planning for growth areas	2	
Water Monitoring (surface and groundwater)	Provincial water quality monitoring network	1	Goals 1.1, 1.3, 4.1, 4.2
	Local water quality monitoring program	3	
	Benthic macroinvertebrate monitoring program	3	
	Stream temperature monitoring program	3	
	Provincial groundwater monitoring network	1	

NPCA Inventory of Programs and Services			
Program or Service	Description	Funding Category (1, 2, 3)	Strategic Plan Goals
	Local groundwater monitoring network	3	
	Water quality monitoring on NPCA-owned lands in support of land management plans	1	
	Water quality monitoring in support to municipal programs and services (e.g. stormwater quality monitoring)	2	
	Well water decommissioning program	3	
Ecological Monitoring			Goals 1.1, 1.4, 2.2
	Flora, fauna, and wetlands monitoring in support of watershed resource management programs and policy development	3	
	Ecological monitoring on NPCA-owned lands in support of land management plans	1	
	Ecological monitoring in support to municipal programs and services (e.g. planning for growth areas)	2	

NPCA Inventory of Programs and Services			
Program or Service	Description	Funding Category (1, 2, 3)	Strategic Plan Goals
Ecological Restoration			Goals 1.3, 1.4, 3.2, 4.1, 4.2
	Internal restoration services related to conservation area land management plans	1	
	Internal restoration services to support NPCA programs and services (e.g. review of s. 28 permit applications and compliance and enforcement, informing land securement strategy implementation)	1	
	Watershed restoration services to lead and support external ecological restoration projects, plans and strategies with municipal and private partners, including habitat creation and enhancement projects, Class Environmental Assessment (EA) flood and erosion control projects, invasive species management, and other fee-for-service opportunities.	2	
	Restoration grant program	3	
Community Engagement and Stewardship			Goals 3.2, 4.1, 4.2
	Agricultural Stewardship Program for working with agricultural communities with an emphasis on best management practices, water quality improvement projects, outreach & education, promoting habitat restoration opportunities, and providing technical expertise to the agricultural community	3	

NPCA Inventory of Programs and Services			
Program or Service	Description	Funding Category (1, 2, 3)	Strategic Plan Goals
	Urban Stewardship Program to encourage resilience to climate change while increasing volunteerism and inspiring larger action. May include small-scale habitat projects, community park naturalization, rain gardens and other demonstration projects, schoolyard greening, and stream/park cleanup as well as increasing the urban tree canopy cover especially in vulnerable, low nature areas.	3	
	Corporate Stewardship Program to create opportunities for private corporations and businesses to engage their staff in fulfilling their corporate social responsibility goals, including reducing their environmental footprint. Activities may include invasive species removal, stream/park cleanups, tree	3	
	Community outreach, engagement, and partnership building, including volunteer management	3	
	Outreach engagement and stewardship projects - fee for service	2	
Regulatory Mapping Technical Studies	Technical studies to support NPCA hazard management functions (e.g. Ecological land classification mapping; S.28 regulation mapping of wetlands,	1	Goals 1.1, 1.2, 1.3, 2.2, 5.2
Climate Change Resilience			Goals 1.1, 1.2, 2.3
	Climate change research to support climate change forecasting, watershed vulnerability and risk assessments, and watershed impact assessment and	1	
	Emerging climate change research and practice to support municipal programs and services (e.g., natural assets inventory)	2	

NPCA Inventory of Programs and Services				
Program or Service	Description		Funding Category (1, 2, 3)	Strategic Plan Goals
Other Watershed-Related Programs				
Drinking Source Water Protection	Source Protection Authority role as set out in the Clean Water Act, 2006 Provision of risk management services to municipalities throughout the Source Protection Region on a fee-for-service basis Implementation of best management practices for private drinking systems		1	Goals 1.1, 4.1
Niagara River Remedial Action Plan	Coordination of the multi-stakeholder initiative to protect and restore the Niagara River through agreements with Canada and Ontario		3	Goals 1.3, 4.1
Other	New projects/programs funded through external funding sources that benefit partners and the watershed		3	Goals 1.3, 3.2, 4.1
Conservation Authority Lands and Conservation Areas	Manage 2,982 ha of lands, including 41 conservation areas essential to watershed management, environmental protection, cultural heritage, and recreation.			
Section 29 Enforcement and Compliance	Conservation areas regulations enforcement and compliance		1	Goal 1.4
Active Recreation Programs (conservation areas)	Day use for conservation areas Camping Other services (e.g., weddings, facility rentals, events and retail)		3	Goals 1.4, 3.1, 3.2, 3.3, 3.4, 6.2
Education Programs	Education programs and day camps heritage programs	Cultural	2,3	Goals 1.4, 3.1, 3.2, 3.3, 3.4, 6.2

NPCA Inventory of Programs and Services			
Program or Service	Description	Funding Category (1, 2, 3)	Strategic Plan Goals
Land Management - Other Agencies	Land and facilities' management, maintenance and operations for other agencies (Federal, Provincial, Regional, Local)	2,3	Goals 1.4, 3.1, 3.2, 3.3, 3.4, 6.2
Land Care Program (conservation areas)	Management and maintenance of conservation areas (e.g., gates, fencing, signage, landscaping, pedestrian bridges, trails, parking lots, and roadways) Passive recreation Risk Management Hazard tree management Maintenance of heritage buildings Forest Management	1	Goals 1.4, 3.1, 3.3
Land Acquisition and Disposition			Goals 1.4, 3.1
	Strategic acquisition of properties related to mitigating the risk of natural hazards in accordance with NPCA Land Securement Strategy	1	
	Strategic cost-shared acquisition of properties with lower-tier municipal partners and other agencies	2	
	Strategic acquisition of properties in accordance with NPCA Land Securement Strategy	3	

NPCA Inventory of Programs and Services			
Program or Service	Description	Funding Category (1, 2, 3)	Strategic Plan Goals
Land Lease and Agreement Management			Goal 1.4
	Management of current and future land leases and property agreements with specific municipalities	2	
	Management of current and future land leases and property agreements (general)	3	
Land Management Planning			Goal 1.4
	Conservation Area Land Inventory and Conservation Area Strategy – new requirement	1	
	Conservation Area Management Planning	1	

NPCA Inventory of Programs and Services			
Program or Service	Description	Funding Category (1, 2, 3)	Strategic Plan Goals
Enabling Services	Support for all CA departments, the Board of Directors, member municipalities and the general public enables NPCA to operate in an accountable, transparent, efficient and effective manner.		
Corporate Services	Administrative support Human resources (incl health and safety) Property taxes and occupancy costs Oversight of programs and policies Operating costs not directly related to any specific program or service (e.g., overhead) Records management Grant management	1	Goals 5.1, 5.2, 5.3, 5.4, 6.1, 6.2
Financial Services	Annual budget Accounts payable and receivable Procurement Payroll Financial analytics and reporting Audit Administration of reserves and investments	1	Goals 5.2, 5.3, 6.1, 6.2
Information Management and Technology	Digital technology, licensing fees, data/voice services Management and integration of data for geographic information system (GIS) Support open data portal and science Mapping and GIS support for watershed resources planning and natural hazards management Support development and implementation of watershed-based resource management strategy	1	Goals 1.1, 1.2, 1.3, 2.2, 5.2, 5.3

NPCA Inventory of Programs and Services				
Program or Service	Description		Funding Category (1, 2, 3)	Strategic Plan Goals
Governance and Corporate Administration	Support to governance and corporate administration	Board	1	Goals 5.2, 5.3
	governance	Public		
	Advisory Committee and ad-hoc committees	Strategic		
	planning/reporting and CAO oversight			
Communications, Marketing and Public Relations	Marketing and promotion		1	All
	Media relations			
	Strategic plan			
	Public and stakeholder consultation			
Vehicles and Equipment	Fleet and equipment required to support and maintain NPCA operations, including capital purchases, fuel, licences, repairs, and maintenance		1	All
Asset Management				Goals 1.2, 1.4, 6.3
	Capital costs for flood infrastructure		1	
	Capital costs for conservation land infrastructure			
	Asset management planning (including depreciation)		3	
	Asset management software and equipment			