



UPPER THAMES RIVER
CONSERVATION AUTHORITY

2019

DRAFT BUDGET

November 2018

Upper Thames River Conservation Authority

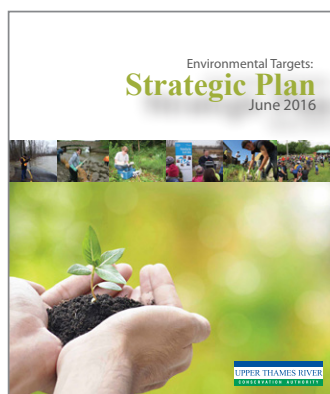


The Upper Thames River Conservation Authority (UTRCA) 2019 Draft Budget (expenditures) is forecast at \$20,272,503. This total is split between operating expenses (\$15,266,199) and capital (\$5,006,304).

Key influences on the 2019 Budget include:

1. Continued Implementation of the UTRCA's Environmental Targets Strategic Plan

The Board of Directors approved a new Environmental Targets Strategic Plan in June 2016. The Plan represents the most significant programming change in the UTRCA's nearly 70 year history and is designed to ensure measurable improvements in watershed health by setting Watershed Targets.



These Targets are designed to advance achievement of the UTRCA's Ends:

1. Protecting people and their property from flooding and erosion,
2. Protecting and improving water quality,
3. Managing and expanding natural areas, and
4. Providing outdoor recreation/education opportunities.

Monitoring data has clearly shown that progress in achieving these Ends has plateaued during the past 20 years. That is not to suggest current conservation efforts have been ineffective. In fact, maintaining these measures as status quo is a form of success, in a landscape facing increasing stressors such as development, population growth, climate change and invasive species. However, the UTRCA has a responsibility to do more



than simply "maintain." The Environmental Targets represent an organizational commitment to achieve measurable improvements in our watershed's health. This in turn supports economic development, human health, and makes the watershed more attractive and resilient. The Environmental Targets are aggressive but realistic. The UTRCA has the tools, experience, expertise and relationships to achieve these Targets. Funding needed to support this work is also significant; however, given partner support and a phased approach to implementation, the plan is practical and achievable.

For 2019, a total of \$288,130 in new levy funding has been included for this, the third year of the proposed four year funding phase-in. This new revenue is needed to support water quality improvements and the expansion of natural cover in the watershed. Note that new funding from senior levels of government as well as user fees are also being requested to help support the plan's implementation.



2. Inflation

An inflationary increase of 2.1% (April 2017- April 2018 Consumer Price Index for Ontario) has been applied to the 2019 budget.

3. Finance System Modernization

The UTRCA continues to revise its internal systems to improve budgeting accuracy. More comprehensive planning on the part of management, a clear separation of operating and capital expenditures, and realistic projections of capital costs have led to much more realistic budgeting. Comparisons of the 2019 Draft Budget with past years suggests rapid organizational growth and, while there has certainly been an element of growth, better and more accurate budgeting accounts for a significant portion of what appears to be an increased total budget. As the new system becomes normalized, more accurate comparisons, projections and reporting will result.



- 1 -

Flood & Erosion Hazard Protection

Program Examples

- Operation and maintenance of dams and dykes
- Floodplain and hazard regulations
- Flood forecasting and warning
- Plan review
- River Safety education program
- Fanshawe Dam education program

- 1 - Flood & Erosion Hazard Protection

Flood / Water & Erosion Control

(Water & Information Management Unit budget)



What we do:

- Reduce the risk of property damage and loss of lives due to flooding by providing flood forecasting and warning programs
- Operate and maintain water control structures to control flood flows and augment stream flow during dry periods
- Operate and maintain recreational water control structures on behalf of municipalities

Examples:

- Providing and maintaining flood situation emergency plans and a flood warning system
- Continually monitoring stream flow, reservoirs and watershed conditions, and forecasting floods
- Collecting and maintaining flood damage information and historical flooding data
- Maintaining and expanding stream gauge network in order to improve stream flow, climatic and water quality monitoring
- Improving and calibrating flood forecasting models
- Coordinating, maintaining, and improving stream flow through flow augmentation reservoirs
- Coordinating the upper Thames River watershed's Low Water Response Team, which is planning for drought response to meet the needs of watershed residents and business, while protecting natural systems and human health
- Operating, inspecting, and maintaining flood control dams, dyke systems, channels, and erosion control structures, constructed in partnership with municipalities
- Operating, inspecting, and maintaining medium sized municipal recreation dams and Conservation Area dams
- Undertaking major maintenance projects on water and erosion control structures, and assessing municipal erosion control works
- Undertaking dam safety studies, and improving public safety around dams
- Updating operation and maintenance manuals
- Securing capital maintenance funding for water and erosion control infrastructure
- Providing technical expertise to identify natural hazards (such as floodplains and steep slopes) with the goal of protecting people and property from these natural hazards
- Providing, interpreting and maintaining floodplain mapping
- Updating hazard modelling and mapping in support of Environmental Planning & Regulations unit
- Securing senior government funding support for flood hazard mitigation

Why:

- Reduce property damage, injury and loss of life
- Comply with legislative requirements and guidelines at the local level
- Maintain public investment in infrastructure to prevent catastrophic loss
- Improve water quality and stream flow
- Key component of a comprehensive floodplain management program
- Provide park land and recreational opportunities

Who benefits/ participates:

- Municipalities
- Watershed residents and businesses potentially affected by flooding or drought
- Conservation area users
- Province (through reduced flood damages)

- 1 - Flood & Erosion Hazard Protection

Environmental Planning & Regulations

(Environmental Planning & Regulations Unit budget)



What we do:

- Administer the Conservation Authorities Act related to the Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulations
- Assist municipalities with fulfilling their Planning Act responsibilities by identifying natural hazard areas and natural heritage features, and providing policy support
- Respond to Planning Act and Conservation Authorities Act inquiries
- Provide municipalities with access to policy and technical experts in various disciplines including hydrology, hydrogeology, ecology, fisheries, bioengineering, engineering, stream morphology and land use planning
- Perform a planning advisory role to municipalities which may include, but is not limited to, matters related to the assessment or analysis of environmental impacts associated with activities near or in the vicinity of sensitive natural features such as wetlands, river and stream valleys, fish habitat and significant woodlands; hydrogeology; and stormwater management studies

Examples:

- Providing comments to assist municipalities with processing Official Plan and zoning by-law amendments, severances, variances and plans of subdivision
- Answering questions from the public on the environmental aspects of land use planning
- Responding to property inquiries (legal, real estate, and general information)
- Providing resource mapping as well as technical reviews and clearances
- Administering approvals and investigating violations related to regulations made pursuant to the Conservation Authorities Act
- Screening and commenting on mitigation related to projects requiring federal Fisheries Act review or approval
- Liaising between municipalities and other government agencies

Why:

- Reduce the risk to life and property from natural hazards such as flooding and unstable slopes
- Conservation Authorities have delegated responsibilities to represent provincial interests regarding natural hazards encompassed by Section 3.1 of the Provincial Policy Statement, 2014 (MMAH, 2014). These delegated responsibilities require CAs to review and provide comments on policy documents (Official Plans and comprehensive zoning by-laws) and applications submitted pursuant to the Planning Act as part of the Provincial One-Window Plan Review Service.
- Promote the maintenance and enhancement of natural heritage features and areas such as woodlands, wetlands and threatened species
- Protect and promote the wise use of groundwater resources
- Complement other UTRCA mission centres such as Water & Information Management, Watershed Planning, Research & Monitoring, and Conservation Services
- Comply with legislative requirements

Who benefits/ participates:

- Municipal decision makers (planning committee, committee of adjustment, and council)
- General public
- Ratepayers associations and other special interest groups
- Landowners, developers, private planning and engineering consultants, lawyers, real estate agents
- Municipal planners, building officials, parks and recreation services staff
- Provincial ministries, Local Planning Appeal Tribunal, and Mining and Lands Tribunal
- Academic community



- 2 -

Water Quality Protection & Improvement

Program Examples

- Clean Water Program
- Drinking Water Source Protection Planning
- Provincial Water Quality Monitoring Network
- Provincial Groundwater Monitoring Network
- Benthic monitoring program
- Thames River Clear Water Revival
- Watershed Report Cards
- Watershed Report Card education program
- Developing and implementing community-based watershed strategies
- Environmental education programs for 20,000 students annually at Fanshawe and Wildwood Conservation Areas
- Children's Water Festival

- 2 - Water Quality Protection & Improvement

Environmental Monitoring

(Watershed Planning, Research & Monitoring Unit budget)

What we do:

- Provide watershed scale environmental monitoring, summarized every 5 years in a comprehensive Watershed Report Card document, to understand current health and emerging trends as a basis for setting environmental management priorities and tracking progress on Environmental Targets



Examples:

- Working in partnership with the Ontario Ministry of the Environment, Conservation & Parks (MECP) and municipal Health Units to collect and analyze surface water samples at 24 sites as part of the Provincial Water Quality Monitoring Network (PWQMN)
- Working in partnership with the MECP to collect and analyze groundwater samples at 24 sites as part of the Provincial Groundwater Monitoring Information System
- Undertaking expanded water quality and stream health monitoring, in support of efforts identified in the Environmental Targets Strategic Plan, at 13 additional sites to fill gaps in data collection
- Working in partnership with member municipalities to undertake detailed local water quality studies to better understand local water quality issues identified in Watershed Report Cards
- Compiling water quality and aquatic community health data in a comprehensive and standardized time series database that is integrated with water quantity and available to watershed partners
- Monitoring aquatic community health including benthic invertebrates at approximately 100 sites annually and fisheries as an indicator of environmental health
- Monitoring aquatic species at risk, including fish, reptiles and freshwater mussels, to identify priority areas for implementation of best management practices and stewardship aimed at improving habitat
- Continuing a monitoring program in Wildwood, Pittock and Fanshawe Reservoirs for parameters such as dissolved oxygen, to ensure operations of the structures do not negatively impact water quality
- Developing interactive GIS tools for use by UTRCA staff to track project work and progress towards achieving Environmental Targets
- Developing UTRCA Watershed Report Cards to summarize and report all monitoring data and trends

Why:

- To gather long term data and create information to measure outcomes related to the UTRCA Environmental Targets Strategic Plan
- Changes in environmental health must be monitored and understood to help guide the conservation authority, municipalities, government agencies and community groups in implementing restoration and rededication programs
- Monitoring can detect problems before serious damage occurs and result in considerable cost saving and improved environmental health in the watershed

Who benefits/ participates:

- Watershed residents
- Municipalities
- Agencies
- Schools, universities

- 2 - Water Quality Protection & Improvement

Watershed Planning

(Watershed Planning, Research & Monitoring Unit budget)

What we do:

- Develop and maintain watershed, subwatershed and property specific management plans in cooperation with government agencies, municipalities and community groups

Examples:

- Supporting the development of natural heritage targets for the watershed and participating in property assessment and acquisition projects in partnership with other UTRCA units in order to characterize, protect and rehabilitate natural features and systems
- Participating in the ongoing implementation of recovery strategies for aquatic and terrestrial species at risk
- Developing and maintaining Geographic Information System (GIS) databases, performing spatial analysis and producing mapping and GIS tools to support watershed planning initiatives, assist in property management and support regulatory activities
- Developing and maintaining Internet-based GIS mapping tools to support UTRCA staff
- Developing land management plans for UTRCA properties, such as the Lowthian Flats and Fullaratton area lands, in partnership with the Conservation Areas and Lands & Facilities units
- Presenting findings on environmental conditions in the watershed's 28 subwatersheds through watershed report cards
- Providing technical support and review for applications related to planning advisory services for the Environmental Planning & Regulations unit
- Facilitating the development of an updated Water Management Plan for the Thames River watershed that serves to refine water management objectives, in collaboration with a broad group of stakeholders
- Participate in senior government working groups related to development of a Domestic Action Plan to reduce phosphorus loads to Lake Erie

Why:

- Solving environmental problems and implementing plans to improve watershed health requires a broad geographic perspective and knowledge of current resources, research and implementation practices
- Private landowners ultimately manage the majority of lands and, therefore, need to help determine the future of these properties; we provide the forum for the community to work collectively toward a common vision for the watershed

Who benefits/ participates:

- Watershed residents
- Community groups
- Municipalities
- Agencies



- 2 - Water Quality Protection & Improvement

Research

(Watershed Planning, Research & Monitoring Unit budget)

What we do:

- Implement research studies to fill resource information gaps and develop innovative methods of protecting and enhancing watershed resources

Examples:

- Developing an assessment of water quality in the Thames River watershed based on analysis of existing data, modeling and long term trends
- Studying threatened and endangered wildlife species and their habitat requirements (such as the spiny softshell turtle, queen snake, black redhorse fish and freshwater mussels) that are indicators of watershed health
- Participating in multi-agency research projects, such as Conservation Ontario's Provincial Information Technology Forum, Conservation Authorities Aquatics Group, Lake St. Clair Management Plan, and Lake Erie Lakewide Action & Management Plan
- Providing technical lead in the development of natural heritage system studies and models for determining natural heritage system significance (such as the Perth and Elgin County Natural Heritage System Studies)
- Spatially quantifying natural heritage feature gains and losses to identify areas of concern and guide our advocacy for protection/restoration

Why:

- New information and solutions are required for existing environmental problems to ensure we can live in healthy communities
- To advocate for natural heritage feature protection and restoration in the watershed as identified in UTRCA Environmental Targets
- Provide clean water for community use and for the enjoyment of future generations
- Decrease the health risk to humans and animals
- Improve habitat for fish and wildlife

Who benefits/ participates:

- Private landowners, the local community and municipal partners
- Industry gains new technology and products
- Individuals and agencies share new ideas and expertise
- Landowners, community groups and municipalities benefit from funding that they could not access on their own



- 2 - Water Quality Protection & Improvement

Soil Conservation

(Conservation Services budget)



What we do:

- Provide comprehensive in-field and in-stream conservation planning services to address soil and water quality concerns

Examples:

- Working under the auspices of Environment & Climate Change Canada (ECCC) to deliver the Medway Creek Watershed Phosphorus Reduction Initiative
- Working under auspices of the Agricultural Adaptation Council to deliver the Medway Creek Watershed Demonstration Project for Phosphorus Reduction
- Working under the auspices of ECCC to gather background water quality data from agriculture-based selected Thames River subwatersheds
- Managing demonstration and research efforts, including: controlled drainage, engineered vegetated filter strips, saturated buffers, constructed wetlands, and surface inlet effectiveness, with the Ontario Ministry of Agriculture, Food & Rural Affairs (OMAFRA)
- Managing biofilter demonstration and research efforts with the Universities of Waterloo and Guelph
- Partnering with Agriculture & Agri-Food Canada on edge-of-field research efforts to monitor phosphorus movement on agricultural cropland
- Continuing with monitoring of several demonstration projects implemented through the Ministry of the Environment, Conservation & Parks's Showcasing Water Innovation program, including on-farm stormwater management, the use of slag filters for phosphorus removal in barnyard and silage leachate runoff, wetland restoration, and sub-irrigation/drainage projects
- Working with local communities and agency funders to improve the overall watershed health of the Avon River, as well as Cedar, Halls and Stoney Creeks
- Focusing efforts to restore natural stream flow and structure in Medway Creek in order to improve the stream's aquatic health
- Working with the community to implement a low impact development program across the watershed
- Working with OMAFRA on the Soil Health Project to determine the state of agricultural soils in Ontario and demonstrate methods for improvement
- Implementing practical, cost-effective alternatives for landowners and other agency staff with water quality concerns, such as bioengineering to control streambank erosion and slope instability, natural channel design in disturbed watercourses and drainage systems, and constructed wetlands to treat industrial, septic and agricultural wastewater
- Working with the Great Lakes and St. Lawrence Cities Initiative on the Thames River Phosphorus Reduction Collaborative to reduce phosphorus input to the Thames River

Why:

- Reduce watercourse pollution and maintenance costs by keeping soil on the land
- Stabilize streams experiencing pressure from surrounding land uses
- Improve water quality and habitat for fish and wildlife
- Reestablish natural aquatic linkages
- Protect topsoil for agriculture

Who benefits/ participates:

- Groups and individuals in the participating communities
- Private landowners and the local community can sustain crop yields, avoid costly drain maintenance and keep local water resources clean
- Local contractors carry out much of the work
- Industry gains new technology and products
- Agencies and individuals share new ideas and expertise

- 2 - Water Quality Protection & Improvement

Clean Water Program

(Conservation Services budget)

What we do:

- Provide technical assistance and financial incentives to rural landowners for implementing measures that improve surface water and groundwater quality and contribute to sustainable agriculture operations. CWP is funded by the Counties of Oxford, Middlesex and Perth, the Town of St. Marys and the Cities of Stratford and London. Additional funding is provided by Environment & Climate Change Canada's Habitat Stewardship Program. The program is delivered by the Ausable Bayfield, Catfish Creek, Grand River, Kettle Creek, Long Point Region, Maitland Valley, St. Clair Region, and Upper Thames River Conservation Authorities.
- Provide technical delivery of Agriculture & Agri-Food Canada's Greencover Program
- Deliver the Ontario Drinking Water Stewardship Program to eligible landowners throughout the Thames-Sydenham and Region Source Protection Region



Examples:

- Eligible projects include the following:
 - milkhouse washwater disposal
 - clean water diversion
 - livestock access restriction to watercourses
 - nutrient management plans
 - wellhead protection
 - decommissioning unused wells
 - fertilizer, chemical and fuel storage or handling
 - septic systems
 - erosion control structures
 - fragile land retirement
 - woodlot and wetland enhancement

Why:

- To address locally identified priority water quality impairment issues
- To maintain working relationships between various municipalities, local farm groups, government agencies and interested groups or associations that have a direct stake in the issue of agriculture, water quality and future health of our watersheds
- To protect municipal drinking water sources

Who benefits/ participates:

- Landowners within the Counties of Oxford, Perth and Middlesex, the Cities of Stratford and London and the Town of St. Marys
- Municipalities, by joining together, enjoy environmental programs and services that would otherwise be too costly for individual municipalities
- Everyone benefits from improved environmental health

- 2 - Water Quality Protection & Improvement

Source Water Protection

(Environmental Planning & Regulations Unit budget)

What we do:

- Work with our partners to develop and implement a Source Protection Plan that will:
 - protect human health, and
 - protect present and future municipal drinking water sources (quality and quantity)
- The Upper Thames River, Lower Thames Valley, and St. Clair Region Conservation Authorities are working together in a partnership with the Province and our member municipalities
- The UTRCA, as the lead CA, is responsible for the overall project administration

Examples:

- Provide risk management services to regulate identified risks to drinking water sources
- Support municipalities in the implementation of the Source Protection Plan
- Provide education and outreach related to the Source Protection Plan
- Monitor and report on implementation progress
- Support the Source Protection Committee
- Ensure transparent, multi-stakeholder involvement
- Provide technical information and resources
- Integrate drinking water source protection into other program areas
- Update technical information in Assessment Reports
- Develop a water budget
- Manage and maintain data

Why:

- The Walkerton Inquiry recommended a multi-barrier approach to protecting drinking water, with drinking water source protection as the first barrier
- Protecting our surface water and groundwater from becoming contaminated or overused will ensure that we have a sufficient supply of clean, safe drinking water now and for the future
- Clean and sustainable drinking water sources are critical to healthy and economically sustainable communities
- Protecting drinking water sources is more cost-effective than remediating water quantity and/or quality, if remediation is even possible
- Required by the Clean Water Act

Who benefits/ participates:

- Province
- Conservation authorities
- Municipalities
- Stakeholders
- Water users





- 3 -

Natural Areas Protection & Expansion

Program Examples

- Private land tree planting
- Communities for Nature program
- Tree Power program
- Various management plans (Ellice, Sifton)
- Watershed Report Cards
- Property management
- Wetlands education program
- Developing and implementing community-based watershed strategies
- Creating value for the UTRCA and the environment by linking the Authority and its information with the watershed residents and their ability to take action

- 3 - Natural Areas Protection & Expansion

Forestry

(Conservation Services budget)

What we do:

- Offer a range of tree planting and woodlot management services to improve the health of the local environment and provide a learning experience

Examples:

- Providing a wide range of forestry services including tree planting plans (including technical assistance, planting or supplying appropriate stock, and maintenance assistance), woodlot management, non-native vegetation control (with the EZject system and other herbicide and manual methods), and planning and auditing for the Managed Forest Tax Incentive Program
- Initiating inventories and management plans for UTRCA-owned plantations and other wooded areas
- Carrying out controlled burns to sustain Communities for Nature native grass and wildflower plantings, with the UTRCA's Environmentally Significant Areas team
- Planning and implementing naturalization projects through the Communities for Nature program, which gives 4,000 people each year a hands-on educational experience enhancing their local environment, through community forestry, wildflower and aquatic planting, and provides local businesses with an opportunity to provide lands and/or financial support
- Coordinating the George Furtney, Woodstock, Zorra, Thames Centre, and St. Marys Area Memorial Forests, to improve the local environment while commemorating people or events
- Partnering with the Canadian Forestry Service on Emerald Ash Borer (EAB) parasitoid research for control of EAB
- Partnering with the Forest Gene Conservation Association to establish a Southwest Ontario Butternut Tree Archive site at Pittock Conservation Area, to help preserve the genetics of this endangered species
- Providing tree marking and woodlot management advice for private landowners
- Providing technical assistance to the London airport tree trimming project

Why:

- Improve crop yields and water quality by reducing soil erosion
- Provide habitat for wildlife
- Improve air quality
- Shade and protect buildings, reducing heating and cooling costs
- Reduce snow drifting and snow removal costs
- Provide timber products
- Provide recreational opportunities and aesthetics

Who participates/ benefits:

- Farmers and rural landowners
- Students, non-profit groups, service clubs and community associations
- General public
- Municipalities
- Private tree nurseries
- Funeral homes
- Corporations/ businesses



- 3 - Natural Areas Protection & Expansion

Lands & Facilities

(Lands & Facilities Unit budget)



What we do:

- Work in partnership with the community to ensure the long-term protection of natural areas, such as woodlands and wetlands, and provide a variety of recreational opportunities on UTRCA-owned/ managed lands
- Lease structures and properties to clubs and community groups, individuals and municipalities for activities that complement the UTRCA's programs and services

Examples:

- Providing passive day-use recreational opportunities on 1900 hectares of rural properties, including woodlands, wetlands, agreement forests and 7 rural conservation areas
- Initiating asset management plan as per the UTRCA Strategic Plan
- Initiating or assisting with capital development projects
- Managing UTRCA fleet vehicles and equipment system
- Working with the local community to implement the Ellice and Gads Hill Swamps Management Strategy
- Performing comprehensive risk management and safety inspections on UTRCA-owned properties
- Assessing hunting opportunities on UTRCA-owned properties and, where appropriate, implementing a controlled hunting program
- Responding to infringement and encroachment related issues on UTRCA-owned properties
- Leasing 24 UTRCA-owned agricultural properties totalling approximately 475 hectares
- Leasing 5 residential homes and managing/maintaining 7 storage buildings located throughout the watershed
- Maintaining lease agreements with 7 community-based groups for the management and maintenance of our rural conservation areas
- Maintaining lease agreements with more than 20 clubs for recreational opportunities within Fanshawe, Wildwood and Pittock Conservation Areas
- Maintaining lease agreements for 80 cottages at two locations
- Maintaining leases with groups and individuals for a variety of activities at properties throughout the watershed

Why:

- Natural areas are highly valued by the community
- Wetlands provide storage for flood waters, help reduce the impacts of drought, and improve water quality by trapping sediments and storing nutrients
- Natural areas provide habitat to a variety of plants and animals
- We provide safe access to UTRCA owned/managed lands for permitted activities
- When acquiring lands for the development of the reservoirs, the UTRCA was obliged to purchase entire holdings (farms); some of these lands are not needed to support the flood management and recreational programs of the UTRCA and have been made available to the community

Who benefits/ participates:

- Local communities enjoy access to day-use opportunities in nearby parks and natural areas
- Local economies benefit from tourism
- Tenants, club members, cottagers, outdoor enthusiasts

- 3 - Natural Areas Protection & Expansion

Environmentally Significant Areas (Lands & Facilities Unit budget)

What we do:

- As of January 2019, the UTRCA is in an agreement with the City of London to manage 11 Environmentally Significant Areas (ESAs) covering 735.6 hectares: the Coves, Kains Woods, Kelly Stanton, Kilally Meadows, Lower Dingman, Meadowlily Woods, Medway Valley, Pottersburg Valley, Sifton Bog, Warbler Woods, and Westminster Ponds/Pond Mills Conservation Area
- Our management goals are to protect the ESAs, encourage partnership and education, ensure public safety, and promote and enforce proper use

Examples:

- Working with the local community to implement ESA Conservation Master Plans, in partnership with the City of London
- Implementing site planning and trail design, and installing signs and trail markers
- Maintaining and constructing bridges, boardwalks, staircases, railings, barricades and other trail structures
- Working with the City of London to develop and implement an encroachment management strategy
- Implementing management strategies for wildlife (e.g. coyote, beaver, Species at Risk) in partnership with agencies, the City of London and stakeholders
- Undertaking tree risk assessment and hazard tree mitigation on ESA trails and boundaries
- Restricting unofficial access points by installing barricades to protect sensitive vegetation
- Enforcing rules to protect vegetation, wildlife and people under the Provincial Offences Act and the City of London's Parks & Recreation By-law
- Working with local interest groups and schools to build valuable partnerships and provide education
- Implementing invasive species management programs, including inventory, removal and monitoring, using the most current Best Management Practices
- Developing and implementing restoration projects including tree, shrub and wildflower planting, bioengineering and erosion control
- Providing co-op students, volunteers and summer students with placement opportunities where they enhance their skills and knowledge and make career decisions to work in the environmental/ conservation field

Why:

- ESAs provide excellent examples of a variety of natural habitats, including upland forests, wetlands, meadows, ponds and river corridors
- ESAs are highly valued by the community, enhance quality of life and provide educational opportunities for students and the public

Who benefits/ participates:

- All City of London and area residents and visitors





- 4 -

Provide Outdoor Recreation & Education Opportunities

Program Examples

- Camping
- Day use, hiking, biking
- Boating, fishing, hunting
- Pavilion rentals, special events
- Cottages
- Environmental education programs for 20,000 students annually at Fanshawe & Wildwood Conservation Areas

- 4 - Provide Outdoor Recreation & Education Opportunities

Conservation Areas (Conservation Areas Unit budget)



What we do:

- Provide a variety of recreational and educational opportunities and facilities on 3200 hectares of conservation lands at Fanshawe, Wildwood and Pittock Conservation Areas. Our target is to reach 1M annual visitors to our conservation areas by 2037 and ensure their experience includes a conservation message to take with them.

Examples:

- Over 1300 seasonal and nightly camping sites, including new back country camp sites
- Over 50 km of trail systems for biking, hiking and nature watching
- Water-based recreational opportunities including rental equipment
- Variety of special events and programs in partnership with local organizations for all ages to enjoy, including:
 - bike workshops and races
 - dragon boat festivals
 - cross country run events
 - reptile shows
 - campfire programs
 - trail days
- Day use opportunities including picnic areas, pavilion rentals, disc golf, geocaching, sand volleyball, yoga classes
- Cottage program
- Hunting program
- Assisting other UTRCA units with a range of activities and programs, including:
 - flood control operations and snow course readings
 - risk management for community education program areas
 - grounds maintenance of the Watershed Conservation Centre
 - tree storage and pick up locations for tree planting programs
 - Memorial Forests and dedication services
- Land Management Agreement with the City of Woodstock for portions of the north shore and the entire south shore of Pittock Reservoir
- Using our conservation areas as demonstration sites for environmental projects completed by other Units (e.g., rain garden, fish habitat creation, shoreline erosion solutions)
- Ensuring conservation area lands comply with applicable legislation and associations including but not limited to the Conservation Authorities Act, Safe Drinking Water Act, Electrical Safety Authority, Swimming Pool Safety Act, and Occupational Health and Safety Act
- Setting annual goals and implementing strategies to continue to improve the current services and investigate opportunities for new ones

Why:

- Lands that were acquired for the development of flood control reservoirs also serve as multi-purpose recreational facilities
- Create value for the environment by providing outdoor recreational opportunities
- Provide safe access to UTRCA-owned lands and permitted activities

Who benefits/ participates:

- 500,000 people visit Fanshawe, Pittock and Wildwood CAs annually, mostly from local communities
- 22 non-profit organizations are based on UTRCA properties
- Local economies benefit from tourism
- Local communities enjoy access to day use opportunities in nearby parks
- Visitors can step into nature without traveling far
- Opportunity to work in partnership with local businesses and agencies to promote an outdoor experience

- 4 - Provide Outdoor Recreation & Education Opportunities

Community Partnerships (Community Partnerships Unit budget)

What we do:

- Motivate watershed residents to adopt stewardship (behaviours that protect and restore the environment) by facilitating access to environmental and conservation information, and involvement in stewardship activities



Examples:

- Coordinating community involvement in planning and implementing environmental restoration, information sharing and education projects in the Trout, Medway, South Thames, Cedar Creek, Stoney and Forks watersheds and the Dorchester Mill Pond
- Providing environmental education programs and hands-on resource management opportunities in local natural areas and in class, to students and community groups (e.g., stream health monitoring, stream rehabilitation, Watershed Report Card and Wetlands Education programs)
- Building partnerships with First Nation communities
- Delivering a "Focus on Flooding" awareness and education program to help communities recognize flood prone areas and minimize their risk
- Continuing to assist communities in learning about and implementing Low Impact Development (LID) for stormwater projects, including hosting professional development and training sessions and the Stream of Dreams (Fish on Fences) community art program
- Continuing GREEN education program partnership with GM Canada to foster environmental youth leadership
- Working with corporate partners to naturalize industrial properties (GM Canada - Ingersoll, Toyota - Woodstock)
- Partnering with the City of Woodstock to re-naturalize Burgess Park and restore the Brick Ponds Wetland Complex
- Facilitating involvement of the community, industry and corporations in environmental clean up and community events
- Assisting, as a member of the Oxford County Trails Council, with development and promotion of trails throughout Oxford County, and protection and enhancement of natural heritage within trail corridors
- Creating opportunities for Specialist High Skills Major students to obtain environmental and leadership accreditations
- Partnering with Cargill Cares and Ontario Power Generation to deliver the Watershed Report Card education program and the Sifton Bog Wetland education program
- Introducing student use of and accreditation for new environmental technologies (GPS)
- Coordinating the 2019 London Middlesex Children's Water Festival and planning for a Perth County Children's Water Festival in 2020

Why:

- Create value for a healthy environment by providing opportunities to experience and learn about conservation
- Accrue future benefits for the environment from citizens with an environmental stewardship ethic
- Provide hands-on learning opportunities to help the environment
- Empower people to take action in their local community
- Help people make informed environmental decisions

Who benefits/ participates:

- 20,000 students from regional boards of education visit our two outdoor education centres each year
- Landowners, community groups and municipalities benefit from funding that they could not otherwise access
- Watershed residents participate in restoration projects in their local communities
- Municipalities benefit by having an involved and informed constituency

Corporate & Support Services

Corporate & Support Services (Service Cost Centres budget)

What we do:

- Support the Conservation Authority's staff, members of the Board of Directors, and programs

Examples:

- Corporate and strategic planning, governance policy development, and implementation
- Financial control support including development of procedures, systems integration and efficiency projects
- Continue efforts to develop the General Ledger for management reporting purposes
- Adopting new accountings standards
- Developing the treasury function including investment programs
- Implementing an acquisition policy and automated system
- Human resources administration, benefits administration
- Payroll and health and safety initiatives
- Engaging communities of interest through interactive social media channels
- Assessing community needs and opportunities through communications and marketing
- Administrative, clerical, systems, communications and graphic design support
- Providing information products including printed materials, GIS mapping and Geoportal, and websites to watershed residents, the Board of Directors and staff
- Professional development opportunities
- Coordinating community volunteers

Why:

- Ensure programs are consistent with watershed resources, management needs, community values, and political and financial realities
- Ensure accountability to the community, partners, and municipal and senior government
- Inform staff, members, stakeholders and the public of the UTRCA's programs and policies
- Provide programs that are cost-effective
- Maintain competent, highly trained, safe and motivated staff to implement the UTRCA's programs
- Maintain efficient systems and equipment to support the organization

Who benefits/ participates:

- Municipalities benefit from targeted programs tailored to their specific environmental needs and economic realities
- Taxpayers receive the most value for their dollars
- UTRCA suppliers and customers
- UTRCA staff and members
- Community volunteers such as students

Who pays:

- All Corporate & Support Services costs are allocated among the programs of the UTRCA



2019 Draft Budget: Summary

November 2018

Operating Budget 2019

	2018 YTD Actual	2018 Budget	2019 Budget	% Incr (decr)	Notes
REVENUES:					
Levy Funding					
2019 Municipal General Levy	3,696,564	3,605,251	3,963,386	9.9%	
Dam and Flood Control Levy	1,351,126	1,351,126	1,311,279	-2.9%	
Deferred Dam and Flood Control Levy	27,083	-	59,755	100.0%	Levied in 2018 but deferred for use in 2019
Operating Reserve Levy	32,400	32,400	33,048	2.0%	
	5,107,173	4,988,777	5,367,468		
MNRF Transfer Payment	351,020	351,020	351,016	-0.0%	
Contracts and Grants					
Municipal within UTR watershed	745,808	812,337	714,151	-12.1%	
Municipal outside of UTR watershed	12,920	75,840	107,340	41.5%	Work for other CAs, WISKI, LSWIMS
Provincial	919,334	930,411	715,813	-23.1%	Anticipated drop in funding
Federal	440,418	993,815	1,284,860	29.3%	Continuing project funding until 2020
All Other	1,937,715	1,636,069	1,588,139	-2.9%	
	4,056,194	4,448,472	4,410,303	-0.9%	
User Fees and Other Revenues					
Conservation Areas	3,599,004	3,559,859	3,670,699	3.1%	
Planning and Permit Fees	186,802	195,000	205,000	5.1%	
Education Fees	142,111	129,700	145,000	11.8%	
	3,927,917	3,884,559	4,020,699	3.5%	
Other Revenues	2,170,871	2,132,186	1,100,525	-48.4%	Less carryforward into 2019 than into 2018
Funding from Reserves	-	1,491,366	54,662	-96.3%	
TOTAL REVENUES	15,613,176	17,296,380	15,304,673	-11.5%	
EXPENDITURES:					
Mission Cost Centres					
Community Partnerships	1,152,113	1,448,396	1,256,726	-13.2%	
Water and Information Management	2,077,000	2,686,574	2,647,246	-1.5%	
Environmental Planning & Regulations	1,392,338	1,858,588	1,841,717	-0.9%	
Conservation Services	1,240,593	1,689,792	2,110,647	24.9%	Expanded ECCC program
Watershed Planning, Research & Monitoring	879,793	1,036,483	1,017,022	-1.9%	
Conservation Areas	3,550,638	4,544,804	4,643,524	2.2%	
Lands and Facilities Management	3,105,054	3,641,273	1,455,942	-60.0%	Skewed from land transactions in 2018
Service Cost Centres	263,618	104,368	183,139	75.5%	Change in allocations
Program Operating Expenditures	13,661,147	17,010,278	15,155,963	-10.9%	
Desired Transfer to Reserves	52,400	165,407	110,236	-33.4%	
TOTAL EXPENDITURES	13,713,547	17,175,685	15,266,199	-11.1%	
NET SURPLUS (DEFICIT)	1,899,629	120,695	38,474		
Depreciation Expense	748,738	828,446	1,029,482	24.3%	
CASH SURPLUS (DEFICIT)	2,648,367	949,141	1,067,956	12.5%	

Capital Budget 2019

	2018 YTD Actual	2018 Budget	2019 Budget	% Incr (decr)
Capital Funding for Flood Control				
Flood Control Capital Levy	707,907	2,189,754	1,774,604	-19.0%
Federal - NDMP	135,657	1,874,231	1,576,227	-15.9%
Provincial - WECI	313,825	1,401,535	827,104	-41.0%
Funding from reserves	-	217,255	283,288	30.4%
Total funding for Flood Control Capital	1,157,389	5,682,775	4,461,223	-21.5%
Capital Projects				
Fanshawe Dam	658,999	1,139,866	20,017	-98.2%
Wildwood Dam	1,910	220,685	175,124	-20.6%
Pittock Dam	-	41,339	65,040	57.3%
London Dykes	1,079,292	3,195,600	3,394,901	6.2%
St Marys Floodwall	575,837	738,513	444,558	-39.8%
RT Orr Dam	968	14,284	100,025	600.3%
Mitchell Dam	110	30,000	30,021	0.1%
Small Dams	1,354	6,127	109,618	1689.1%
Transfer to structure reserves	-	225,000	125,000	
Total Flood Control Capital Spending	2,318,469	5,611,414	4,464,304	
Net Flood Control Capital Budget	(1,161,080)	71,360	(3,081)	
Capital Funding for Other Capital needs				
Capital Maintenance Reserve	27,312	168,324	171,690	2.0%
	27,312	168,324	171,690	2.0%
Land Improvements	108,400	176,000	50,000	-71.6%
Buildings and Building Systems	-	50,000	20,000	-60.0%
Infrastructure	50,406	70,000	50,000	-28.6%
Furniture and Fixtures	7,876	50,000	67,000	34.0%
Vehicles and Equipment	131,323	104,500	255,000	144.0%
Technology Equipment	78,712	110,000	100,000	-9.1%
	376,717	560,500	542,000	-3.3%
Net Other Capital Budget	(349,405)	(392,176)	(370,310)	
Surplus (Deficit) in Capital Spending Activities	(1,510,486)	(320,816)	(373,391)	0.0%

Water & Information Management - All Activities Except Capital

	2018 YTD Total	2018 Budget	2019 Budget	Change from last year	Notes
Revenues					
Municipal Levies	1,651,905	1,624,822	1,662,203	2.2%	
Government Transfer Payments	322,068	322,068	322,064	-0.0%	
Contracts	186,095	565,700	768,800	35.9%	
User Fees	150	-	60,000	100.0%	New services agreement arranged
All Others incl deferred amounts	45,629	180,400	54,662	-69.7%	
Total Revenues	2,205,847	2,692,990	2,867,729	6.5%	
Operating Expenditures					
Wages, Benefits, Per Diems	1,089,070	1,393,766	1,271,368	-8.8%	
Training	6,915	26,350	4,900	-81.4%	Reflects actuals better
Legal, Audit, Insurance	28,683	32,366	23,000	-28.9%	Apportionment changed
Services	35,568	55,000	57,000	3.6%	
Computers, Property and Utilities	188,264	210,607	214,725	2.0%	
Supplies	27,047	140,350	87,550	-37.6%	
Depreciation Expenses	267,683	248,009	457,461	84.5%	Recent works at Fanshawe and other
Allocated Costs	433,771	580,126	531,242	-8.4%	dams
Total Operating Expenditures	2,077,000	2,686,574	2,647,246	-1.5%	
Capital Expenditures	60,323	-	-	0.0%	
Desired Transfers to Reserves	-	113,007	57,836	-48.8%	
Surplus (deficit)	68,525	(106,591)	162,647	-252.6%	

Water & Information Management - Capital Activities Only

	2018 YTD Total	2018 Budget	2019 Budget	Change from last year	Notes
Revenues					
Municipal Levies	707,907	2,189,754	1,774,604	-23.4%	Reflects change in capital projects
Contracts	470,251	3,275,766	2,403,331	-26.6%	
All Others incl deferred amounts	(88,109)	217,255	283,288	30.4%	
Total Revenues	1,090,049	5,682,775	4,461,223	-21.5%	
Operating Expenditures					
Wages, Benefits, Per Diems	131,381	188,921	257,879	36.5%	
Services	484,787	4,327,219	3,575,275	-17.4%	Water & Erosion Control Infrastructure
Computers, Property and Utilities	1,804,410	824,014	473,964	-42.5%	projects for contractors
Supplies	(102,109)	46,260	32,186	-30.4%	
Total Operating Expenditures	2,318,469	5,386,414	4,339,304	-19.4%	
Desired Transfers to Reserves	-	225,000	125,000	-44.4%	
Surplus (deficit)	(1,228,420)	71,360	(3,081)	-104.3%	

2019 Draft Budget: Mission Centres

November 2018

Lands & Facilities

	2018 YTD Total	2018 Budget	2019 Budget	Change from last year	Notes
Revenues					
Municipal Levies	591,579	591,579	589,479	-0.4%	
Contracts	863,722	913,243	801,045	-12.3%	
User Fees	4,571	2,100	2,000	-4.8%	
All Others incl deferred amounts	986,679	1,982,000	-	-100.0%	2018 skewed by major land transaction
Total Revenues	2,446,551	3,488,922	1,392,524	-60.1%	
Operating Expenditures					
Wages, Benefits, Per Diems	705,596	942,748	890,698	-5.5%	
Training	5,562	8,850	9,100	2.8%	
Legal, Audit, Insurance	11,232	32,575	12,900	-60.4%	Planned reduced need for land legal work
Services	1,914,015	1,969,200	35,000	-98.2%	
Computers, Property and Utilities	72,700	124,986	77,200	-38.2%	
Supplies	47,070	98,400	42,800	-56.5%	
Flow Through Expenses	-	9,000	8,000	-11.1%	
Depreciation Expenses	14,643	17,572	17,572	0.0%	
Allocated Costs	334,237	437,942	362,672	-17.2%	
Total Operating Expenditures	3,105,054	3,641,273	1,455,942	-60.0%	
Surplus (deficit)	(658,503)	(152,351)	(63,418)	-58.4%	

Conservation Areas

	2018 YTD Total	2018 Budget	2019 Budget	Change from last year	Notes
Revenues					
Municipal Levies	202,087	109,830	112,027	2.0%	
Contracts	743,247	703,287	828,119	17.7%	Includes new Woodstock management agreement
User Fees	3,596,608	3,557,759	3,668,699	3.1%	Estimate only - 2019 fees not set yet
All Others incl deferred amounts	300	88,000	150,000	70.5%	Funding user survey and capacity needs
Total Revenues	4,542,242	4,458,876	4,758,845	6.7%	
Operating Expenditures					
Wages, Benefits, Per Diems	1,728,836	1,986,878	2,020,429	1.7%	
Training	12,032	17,250	16,200	-6.1%	Staff training still to be finalized
Legal, Audit, Insurance	72,382	107,250	107,000	-0.2%	
Services	139,226	308,111	161,000	-47.7%	Refining plans for contract services
Computers, Property and Utilities	696,641	886,200	924,120	4.3%	
Supplies	230,578	376,907	360,700	-4.3%	
Depreciation Expenses	65,694	76,301	76,373	0.1%	
Allocated Costs	605,548	785,907	977,702	24.4%	
Total Operating Expenditures	3,550,937	4,544,804	4,643,524	2.2%	
Capital Expenditures	158,806	296,000	150,000	-49.3%	
Surplus (deficit)	832,500	(381,928)	(34,679)	-90.9%	

Environmental Planning & Regulations

	2018 YTD Total	2018 Budget	2019 Budget	Change from last year	Notes
Revenues					
Municipal Levies	710,000	710,000	871,839	18.6%	
Government Transfer Payments	28,952	28,952	28,952	0.0%	
Contracts	471,597	717,497	795,359	10.9%	Includes Source Water Protection program
User Fees	186,802	195,000	205,000	5.1%	
All Others incl deferred amounts	305,266	303,278	85,381	-71.8%	Risk Management Services reducing carryforwards
Total Revenues	1,702,617	1,954,727	1,986,531	1.6%	
Operating Expenditures					
Wages, Benefits, Per Diems	899,744	1,198,710	1,212,880	1.2%	
Training	4,087	10,600	13,500	27.4%	New staff training needs
Legal, Audit, Insurance	9,860	22,000	27,000	22.7%	Legal fees for appeals increasing
Services	137,942	185,975	171,500	-7.8%	
Computers, Property and Utilities	19,785	25,400	27,750	9.3%	
Supplies	7,428	7,750	8,400	8.4%	
Allocated Costs	313,491	408,153	380,687	-6.7%	
Total Operating Expenditures	1,392,338	1,858,588	1,841,717	-0.9%	
Surplus (deficit)	310,279	96,139	144,814	50.6%	

Watershed Planning, Research & Monitoring

	2018 YTD Total	2018 Budget	2019 Budget	Change from last year	Notes
Revenues					
Municipal Levies	696,142	695,408	697,997	0.4%	
Contracts	229,056	174,875	130,800	-25.2%	Uncertainty surrounding available provincial contracts
User Fees	40	-	-	0.0%	
All Others incl deferred amounts	19,007	10,941	10,000	-8.6%	
Total Revenues	944,245	881,224	838,797	-4.8%	
Operating Expenditures					
Wages, Benefits, Per Diems	567,526	715,363	706,348	-1.3%	
Training	1,308	5,250	5,250	0.0%	
Services	89,482	23,000	18,000	-21.7%	Reduction in services from reduction in grants
Computers, Property and Utilities	6,473	10,500	8,500	-19.0%	
Supplies	13,187	15,001	16,000	6.7%	
Depreciation Expenses	1,813	2,176	2,176	0.0%	
Allocated Costs	200,004	265,193	260,748	-1.7%	
Total Operating Expenditures	879,793	1,036,483	1,017,022	-1.9%	
Surplus (deficit)	64,452	(155,259)	(178,225)	14.8%	

Conservation Services

	2018 YTD Total	2018 Budget	2019 Budget	Change from last year	Notes
Revenues					
Municipal Levies	614,538	614,538	740,102	17.0%	Considerable Targets funding here
Contracts	1,047,609	774,040	819,750	5.9%	
User Fees	129,221	130,000	151,500	16.5%	Increasing landowner fees due to tree price increases
All Others incl deferred amounts	569,875	794,698	414,744	-47.8%	
Total Revenues	2,361,243	2,313,276	2,126,096	-8.1%	
Operating Expenditures					
Wages, Benefits, Per Diems	587,309	750,378	795,536	6.0%	
Training	1,044	1,000	9,000	800.0%	New staff training required
Services	12,668	62,800	40,700	-35.2%	
Computers, Property and Utilities	56,530	50,675	187,603	270.2%	
Supplies	204,693	291,130	423,133	45.3%	
Flow Through Expenses	25,363	73,500	243,361	231.1%	Landowner incentives from Environment & Climate
Depreciation Expenses	2,002	2,403	2,403	0.0%	Change Canada programs
Allocated Costs	350,984	457,906	408,911	-10.7%	
Total Operating Expenditures	1,240,593	1,689,792	2,110,647	24.9%	
Capital Expenditures	10,000	-	-	0.0%	
Surplus (deficit)	1,110,651	623,484	15,449	-97.5%	

Community Partnerships

	2018 YTD Total	2018 Budget	2019 Budget	Change from last year	Notes
Revenues					
Municipal Levies	610,200	610,200	660,773	7.7%	
Contracts	513,494	599,830	264,930	-55.8%	Uncertainty on many provincial contracts
User Fees	142,111	129,700	145,000	11.8%	
All Others incl deferred amounts	7,992	8,935	98,500	1002.4%	
Total Revenues	1,273,797	1,348,665	1,169,203	-13.3%	
Operating Expenditures					
Wages, Benefits, Per Diems	613,251	815,513	692,664	-15.1%	Staff hours to be reduced
Training	3,342	4,200	4,100	-2.4%	
Services	19,415	28,250	14,150	-49.9%	Fewer and smaller programs undertaken
Computers, Property and Utilities	102,898	71,520	47,220	-34.0%	
Supplies	77,084	111,430	118,120	6.0%	
Flow Through Expenses	30,783	9,350	31,700	239.0%	
Depreciation Expenses	1,202	1,442	1,442	0.0%	
Allocated Costs	304,138	406,691	347,330	-14.6%	
Total Operating Expenditures	1,152,113	1,448,396	1,256,726	-13.2%	
Surplus (deficit)	121,683	(99,731)	(87,523)	-12.2%	

Service Cost Centres

	2018 YTD Total	2018 Budget	2019 Budget	Change from last year	Notes
Revenues					
Municipal Levies	58,034	200,724	204,738	2.0%	
Contracts	1,374	-	1,500	100.0%	Rental revenue for WCC meeting space
User Fees	3,668	3,300	3,300	0.0%	
All Others incl deferred amounts	100,868	122,000	127,100	4.2%	
Total Revenues	163,944	326,024	336,638	3.3%	
Operating Expenditures					
Wages, Benefits, Per Diems	1,615,093	2,066,300	2,067,331	0.0%	
Training	19,091	40,900	39,300	-3.9%	More accurately reflects actuals
Legal, Audit, Insurance	207,110	205,851	205,394	-0.2%	
Services	39,491	32,250	47,000	45.7%	Added investment management fees
Computers, Property and Utilities	376,248	444,975	441,000	-0.9%	
Supplies	153,054	188,500	180,350	-4.3%	
Depreciation Expenses	395,702	480,543	472,055	-1.8%	
Allocated Costs	(2,542,172)	(3,354,951)	(3,269,291)	-2.6%	
Total Operating Expenditures	263,618	104,368	183,139	75.5%	
Capital Expenditures	147,588	264,500	392,000	48.2%	
Desired Transfers to Reserves	52,400	52,400	52,400	0.0%	
Surplus (deficit)	(299,662)	(95,244)	(290,901)	205.4%	

All Units, All Activities

	2018 YTD Total	2018 Budget	2019 Budget	Change from last year	Notes
Revenues					
Municipal Levies	5,842,392	7,346,855	7,313,762	-0.5%	
Government Transfer Payments	351,020	351,020	351,016	-0.0%	Assumes MNRF transfer payment continues
Contracts	4,526,446	7,724,238	6,813,634	-11.8%	Other provincial grants expected to decline
User Fees	4,063,171	4,017,859	4,235,499	5.4%	
All Others incl deferred amounts	1,947,507	3,707,507	1,223,675	-67.0%	Less use of reserves planned for 2019
Total Revenues	16,730,536	23,147,479	19,937,586	-13.9%	
Operating Expenditures					
Wages, Benefits, Per Diems	7,937,807	10,058,577	9,915,133	-1.4%	Reflects planned staff reductions
Training	53,381	114,400	101,350	-11.4%	
Legal, Audit, Insurance	329,267	400,042	375,294	-6.2%	
Services	2,872,594	6,991,805	4,119,625	-41.1%	All flood control capital contracts are here
Computers, Property and Utilities	3,323,949	2,648,877	2,402,082	-9.3%	
Supplies	658,032	1,275,728	1,269,239	-0.5%	
Flow Through Expenses	56,146	91,850	283,061	208.2%	New landowner incentive programs in 2019
Depreciation Expenses	748,738	828,446	1,029,482	24.3%	
Allocated Costs	-	(13,033)	1	-100.0%	
Total Operating Expenditures	15,979,915	22,396,692	19,495,267	-13.0%	
Capital Expenditures	376,717	560,500	542,000	-3.3%	These are not flood control related
Desired Transfers to Reserves	52,400	390,407	235,236	-39.7%	
Surplus (deficit)	321,505	(200,121)	(334,917)	67.4%	



The UTRCA operates and manages a number of water and erosion control structures on behalf of its member municipalities. The operation and maintenance costs for these structures are apportioned to municipalities on a beneficiary pays basis. The UTRCA also maintains and operates a number of recreation dams on behalf of member municipalities. The benefiting municipality for these recreational structures is the municipality within which they are located. Capital maintenance of all of these structures is funded in the same proportions as operating, as shown in the table below.

The UTRCA Board of Directors has approved a 20 Year Capital Maintenance Plan for Water and Erosion Control Structures. This long term plan has been developed to coordinate the timing and financing of major capital repairs to the water and erosion control structures. The plan is reviewed and updated annually, to maintain a rolling 20 year estimate for planning and financing purposes.

With the plan in place, the UTRCA is able to leverage the municipal contributions to pursue senior government funding support for specific projects. The long term cost projections are also used to lobby senior levels of government to continue providing major capital repair grant programs, such as Ontario's Water and Erosion Control Infrastructure program. In 2019, the UTRCA has again obtained funding from the National Disaster Mitigation Program for Major Capital Maintenance Projects.

The amounts for the annual fixed contributions from the affected municipalities have been calculated based on long term flood control capital repair estimates. The 20 Year Capital Maintenance Plan includes provisions for reviews and for the adjustment of the municipal contributions, depending on updated studies and cost estimates. The 2019 Draft Flood Control Capital Levy is described in the following table.

Flood Control Capital Levy Summary

Municipality	Structure	Apportionment	2019 FC Capital Levy Total
Oxford County	Wildwood Dam	0.97%	\$125,000
	Pittock Dam	62.07%	
	Ingersoll Channel	100.00%	
City of London	Fanshawe Dam	100.00%	\$1,486,104
	Wildwood Dam	83.96%	
	Pittock Dam	36.86%	
	London Dykes & Erosion Control Structures	100.00%	
	Springbank Dam	100.00%	
Town of St. Marys	St. Marys Floodwall	100.00%	\$102,000
	Wildwood Dam	14.10%	
City of Stratford	RT Orr Dam & Channel	100.00%	\$50,000
Municipality of West Perth	Fullarton Dam	100.00%	\$5,000
Township of Zorra	Embro Dam	100.00%	\$1,500
	Harrington Dam	100.00%	\$5,000
Total Flood Control Capital Levy			\$1,774,604

2019 UTRCA Draft Budget: Municipal Levy

November 2018

			Current Year Operations											Capital Investments										2019 Totals				
			General Levy		Operating Reserve Levy		Dam and Flood Control Levy (see table below for details)		Specific Project Funding		Env Targets Year 3 of 4	Total Municipal Operational Funding		Year over Year Increase		Capital Maintenance		Flood Control Capital Levy			Total Municipal Capital Funding		Year over Year Increase		Total Municipal Funding for Operations and Capital		Year over Year Increase	
Municipality	2018 CVA	2019 CVA	2018	2019	2018	2019	2018	2019	2018	2019	2019	2018	2019	\$	%	2018	2019	Structure	2018	2019	2018	2019	\$	%	2018	2019	\$	%
Oxford County	16.373	16.551	573,096	590,927	5,305	5,470	194,300	185,042			47,690	772,701	829,129	56,428	7.3%	27,560	28,111	WWD & PTTK Dams	124,407	125,000	151,967	153,111	1,144	0.8%	924,668	982,240	57,572	6.2%
London	65.045	64.698	2,276,729	2,309,891	21,075	21,382	854,866	857,719	105,000	105,000	186,415	3,257,670	3,480,407	222,737	6.8%	109,485	111,675	Total Structures ¹	1,906,526	1,486,104	2,016,011	1,597,779	(418,232)	-20.7%	5,273,681	5,078,186	(195,495)	-3.7%
Lucan/Biddulph	0.309	0.318	10,827	11,350	100	105	2,176	2,018			916	13,103	14,388	1,285	9.8%	521	531				521	531	10	2.0%	13,624	14,920	1,296	9.5%
Thames Centre	3.157	3.217	110,499	114,848	1,023	1,063	27,272	25,585			9,269	138,794	150,764	11,970	8.6%	5,314	5,420				5,314	5,420	106	2.0%	144,108	156,185	12,077	8.4%
Middlesex Centre	2.287	2.287	80,051	81,637	741	756	16,068	14,501			6,588	96,860	103,483	6,623	6.8%	3,850	3,927				3,850	3,927	77	2.0%	100,710	107,410	6,700	6.7%
Stratford	7.322	7.285	256,292	260,097	2,372	2,408	125,219	121,533			20,991	383,883	405,028	21,144	5.5%	12,325	12,572	RT Orr Dam		50,000	12,325	62,572	50,247	407.7%	396,208	467,599	71,391	18.0%
Perth East	1.326	1.373	46,402	49,012	430	454	11,861	11,298			3,955	58,693	64,720	6,027	10.3%	2,231	2,276				2,231	2,276	45	2.0%	60,924	66,996	6,072	10.0%
West Perth	1.365	1.419	47,769	50,651	442	469	47,956	43,583			4,088	96,167	98,791	2,624	2.7%	2,297	2,343	Fullarton Dam		5,000	2,297	7,343	5,046	219.7%	98,464	106,134	7,670	7.8%
St. Marys	1.532	1.509	53,632	53,882	496	499	41,792	27,396			4,348	95,920	86,125	(9,795)	-10.2%	2,579	2,631	St. Marys Floodwall	100,000	102,000	102,579	104,631	2,052	2.0%	198,499	190,756	(7,744)	-3.9%
Perth South	1.087	1.143	38,037	40,812	352	378	7,622	7,229			3,294	46,011	51,712	5,701	12.4%	1,829	1,866				1,829	1,866	37	2.0%	47,840	53,577	5,737	12.0%
S Huron/Usborne	0.198	0.200	6,917	7,148	64	66	1,384	1,265			577	8,365	9,056	691	8.3%	333	340				333	340	7	2.0%	8,698	9,396	698	8.0%
Zorra		0		-	-	-	15,000	8,500			-	15,000	8,500	(6,500)	-43.3%		-	Harrington \$5,000 Embro \$1,500		6,500	-	6,500	6,500		15,000	15,000	-	0.0%
SW Oxford				-	-	-	5,610	5,610			-	5,610	5,610	-	0.0%		-				-	-	-		5,610	5,610	-	0.0%
Total	100	100	3,500,251	3,570,256	32,400	33,048	1,351,126	1,311,279	105,000	105,000	288,130	4,988,777	5,307,713	318,936	6.4%	168,324	171,690		2,130,933	1,774,604	2,299,257	1,946,294	(352,963)	-15.4%	7,288,034	7,254,008	(34,026)	-0.5%

¹Total City of London Structures (Flood Control Capital Levy)

Fanshawe Dam	10,000
Wildwood & Pittock Dams	120,000
London Dykes	1,356,104
Total London Structures	1,486,104

2019 UTRCA Draft Budget: Dam & Flood Control Levy - Details

Municipality	2018 CVA	2019 CVA	Flood Forecasting	Plan & Tech Studies	Small Holdings	Wildwood Dam		Pittock Dam		100% Structures		2018	2019
			\$	\$	\$	%	\$	%	\$	Structure	\$		
Oxford County	16.373	16.551	94,896	6,835	1,134	0.97	1,095	62.07	58,582	Ingersoll Channel	22,500	194,300	185,042
London	65.045	64.698	370,940	26,718	4,432	83.91	94,757	36.81	34,741	Total Structures ²	326,131	854,866	857,719
Lucan/Biddulph	0.309	0.318	1,823	131	22	0.02	23	0.02	19			2,176	2,018
Thames Centre	3.157	3.217	18,443	1,328	220	0.19	215	0.19	179	Dorchester Mill Pond Dam & Dorchester CA Dam (\$2,600 ea)	5,200	27,272	25,585
Middlesex Centre	2.287	2.287	13,110	944	157	0.14	158	0.14	132			16,068	14,501
Stratford	7.322	7.285	41,768	3,009	499	0.44	497	0.44	415	RT Orr Dam & Channel	75,345	125,219	121,533
Perth East	1.326	1.373	7,871	567	94	0.08	90	0.08	76	Shakespeare Dam	2,600	11,861	11,298
West Perth	1.365	1.419	8,134	586	97	0.08	90	0.08	76	Mitchell Dam (\$32,000) & Fullarton Dam (\$2,600)	34,600	47,956	43,583
St. Marys	1.532	1.509	8,653	623	103	14.10	15,923	0.10	94	St. Marys Floodwall	2,000	41,792	27,396
Perth South	1.087	1.143	6,554	472	78	0.06	68	0.06	57			7,622	7,229
South Huron/Usborne	0.198	0.200	1,148	83	14	0.01	11	0.01	9			1,384	1,265
Zorra							-			Harrington Dam & Embro Dam	8,500	15,000	8,500
South West Oxford							-			Centreville Dam	5,610	5,610	5,610
Total Member Municipalities	100.00	100.00	573,340	41,296	6,850	100.00	112,927	100.00	94,380		482,486	1,351,126	1,311,279

²Total City of London Structures (Dam & Flood Control Levy)

Fanshawe Dam	300,825
Springbank Dam	14,616
London Dykes/Erosion Control	10,690
Total London Structures	326,131

2019 Draft Budget
November 2018