Upper Thames River Conservation Authority

2012 Approved Budget

February 21, 2012

Inspiring a Healthy Environment

UPPER THAMES RIVER
CONSERVATION AUTHORITY

1424 Clarke Road, London, Ontario N5V 5B9
519-451-2800
infoline@thamesriver.on.ca
www.thamesriver.on.ca

Upper Thames River Conservation Authority

2012 Approved Budget

February 21, 2012

The Upper Thames River Conservation Authority (UTRCA) 2012 Approved Budget is forecast at $11,950,485. This budget total reflects a decrease over 2011 due primarily to reductions in Source Water Protection funding and our Conservation Areas budget.

Service level objectives for 2012 include maintenance of existing program capacity with very modest investments in land management, information management and development of a much needed operating reserve. In terms of municipal levy, the Board of Directors has deferred higher planned levy increases in recognition of current municipal funding challenges.

Revenue for the 2012 Budget is anticipated in the following proportions:

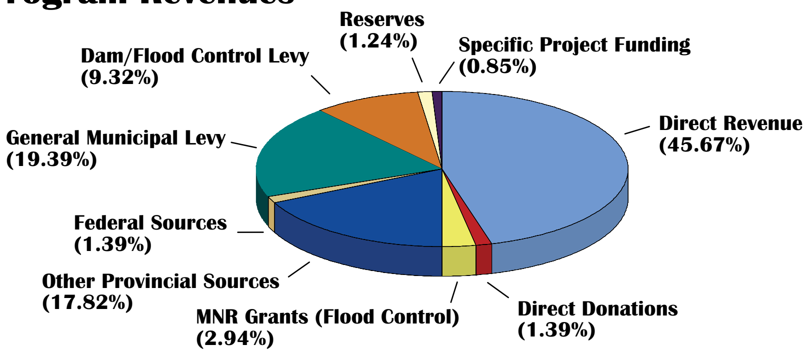
Revenue Source	Percent of 2012 Budget
Direct Revenue (permits, camping fees, etc.)	48%
Contract Revenue	19%
MNR Transfer Payment	3%
Municipal Levy	30%

Municipal Levy

The municipal levy is forecast to increase by $108,100 (3.0%); however, apportionment according to the required provincial formula sees a range of municipal levy increases from a high of 6.4% (Thames Centre) to a low of 1.6% (St. Marys).

The 2012 Approved Budget provides financial details for a range of programs and services offered by the UTRCA. While the financial targets for 2012 are modest, the Authority will continue to work with member municipalities to ensure effective local programs are in place to improve the health of the Thames River Watershed.

Upper Thames River Conservation Authority
Program Revenues



Mission Centres Summary	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	5,672,610	5,872,467	5,931,867	5,718,977	5,689,499	5,763,259
Staff Expenses	183,000	144,661	207,800	224,300	166,400	167,700
Materials & Supplies	1,519,292	1,952,293	2,007,142	1,873,878	1,706,582	1,356,146
Contracts	571,900	2,971,677	341,400	312,400	336,100	381,300
Taxes / Insurance/Safety	459,300	444,203	463,300	471,200	474,700	475,200
Utilities	356,900	285,301	346,400	310,900	310,900	310,900
Legal Fees	21,000	8,155	21,000	19,500	19,500	19,500
Advertising/Brochures						
Other/	1,623,000	681,971	905,000	355,600	277,500	261,000
TOTAL DIRECT/INDIRECT EXPENDITURES	**10,407,002**	**12,360,728**	**10,223,908**	**9,286,755**	**8,981,181**	**8,735,005**
ALLOCATED COSTS						
Occupancy	85,955	85,967	84,760	87,147	90,881	91,032
Information System	367,850	367,867	392,131	406,208	444,181	469,709
Motor Pool	580,700	580,684	585,700	585,700	585,700	585,700
Administration	571,538	571,538	589,248	598,116	610,006	622,068
Finance	459,844	459,850	482,031	498,396	516,403	528,145
Marketing & Commun.	476,276	476,273	476,041	488,162	511,290	522,898
TOTAL ALLOCATED COSTS	**2,542,164**	**2,542,180**	**2,609,911**	**2,663,731**	**2,758,460**	**2,819,552**
TOTAL EXPENDITURES AND ALLOCATED COSTS	**12,949,166**	**14,902,907**	**12,833,819**	**11,950,486**	**11,739,640**	**11,554,557**
REVENUE						
Direct Revenue	5,763,118	5,858,657	5,938,163	5,458,346	5,810,090	5,823,369
Direct Donations	205,717	132,861	151,049	165,650	174,538	177,130
MNR Grants (Flood Control)	351,426	351,020	351,426	351,426	352,935	354,169
Other Provincial Sources	3,062,567	3,519,731	2,819,365	2,129,262	1,315,150	867,939
Federal Sources	178,844	298,535	173,262	165,747	135,871	129,937
General Municipal Levy	2,138,099	2,138,099	2,244,289	2,317,028	2,501,594	2,650,672
Dam/Flood Control Levy	1,055,097	1,040,097	1,085,760	1,113,745	1,153,751	1,208,324
Reserves	92,697	205,903	(31,097)	147,681	194,110	241,418
Specific Project Funding	101,600	1,358,005	101,600	101,600	101,600	101,600
TOTAL REVENUE	**12,949,166**	**14,902,908**	**12,833,818**	**11,950,485**	**11,739,639**	**11,554,558**
NET Sub-COMPONENT SURPLUS/DEFICIT	**(0)**	**1**	**(1)**	**(1)**	**(2)**	**1**

Flood / Water & Erosion Control

UPPER THAMES RIVER
CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

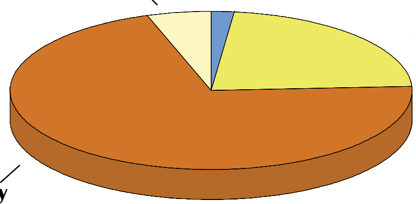
What we do:
- reduce the risk of property damage and loss of lives due to flooding by providing a flood control and warning program
- operate water control structures to augment stream flow during dry periods
- operate and maintain recreational water control structures on behalf of municipalities

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 designated 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 and 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 control structures, such as initiating major maintenance on dykes, 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 input into comprehensive municipal planning documents such as the official plan, to identify natural hazards such as floodplains and steep slopes, and to protect people and property from these natural hazards

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)

Flood Control
Program Revenues



	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	682,038	680,285	705,438	738,984	760,049	781,195
Staff Expenses	10,000	7,778	10,000	10,000	12,000	13,000
Materials & Supplies	88,300	140,506	67,300	67,300	68,400	71,000
Contracts	190,000	1,381,811	23,000	23,000	14,200	39,400
Taxes / Insurance/Safety	91,100	83,721	91,100	95,200	95,200	95,200
Utilities	62,900	47,607	62,900	62,900	62,900	62,900
Legal Fees						
Advertising/Brochures						
Other/	14,500	6,811	10,000	10,000	10,000	10,000
TOTAL DIRECT/INDIRECT EXPENDITURES	**1,138,838**	**2,348,519**	**969,738**	**1,007,384**	**1,022,749**	**1,072,695**
ALLOCATED COSTS						
Occupancy	13,564	13,560	13,372	13,884	14,675	14,699
Information System	61,895	61,896	63,600	74,888	81,888	86,594
Motor Pool	81,600	81,588	81,600	81,600	81,600	81,600
Administration	96,168	96,168	95,570	110,267	112,459	114,683
Finance	69,928	69,924	62,362	76,113	78,863	80,656
Marketing & Commun.	47,628	47,628	47,604	48,816	51,129	52,290
TOTAL ALLOCATED COSTS	**370,782**	**370,764**	**364,109**	**405,568**	**420,614**	**430,523**
TOTAL EXPENDITURES AND ALLOCATED COSTS	**1,509,621**	**2,719,283**	**1,333,846**	**1,412,952**	**1,443,363**	**1,503,218**
REVENUE						
Direct Revenue	27,700	406,162	29,000	29,000	12,000	12,500
Direct Donations						
MNR Grants (Flood Control)	351,426	351,020	351,426	351,426	352,935	354,169
Other Provincial Sources	100,000	818,402				
Federal Sources						
General Municipal Levy						
Dam/Flood Control Levy	1,055,097	1,040,097	1,085,760	1,113,745	1,153,751	1,208,324
Reserves	(24,603)	103,602	(132,340)	(81,218)	(75,323)	(71,775)
Specific Project Funding						
TOTAL REVENUE	**1,509,621**	**2,719,283**	**1,333,846**	**1,412,952**	**1,443,363**	**1,503,218**
NET Sub-COMPONENT SURPLUS/DEFICIT	**0**	**0**	**0**	**0**		**0**

Environmental Planning

UPPER THAMES RIVER
CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

What we do:

- provide land use planning advisory services to identify natural hazard, natural heritage, development servicing, water quality, and natural resource planning concerns
- assist municipalities with fulfilling their Planning Act responsibilities by identifying natural hazard areas and natural heritage features and providing policy support
- provide technical peer review services
- administer the Conservation Authorities Act approval process
- provide inquiry services (legal, real estate, general information)
- provide municipalities with access to policy and technical experts in various disciplines including hydrology, ecology and fisheries

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)
- coordinating subwatershed plan implementation recommendations for area municipalities, including organizing public involvement, updating state of the watershed information, and reporting to stakeholders
- providing resource mapping, flood elevations, and technical reviews and clearances
- supplying expert technical advice in areas such as hydrology, hydrogeology, ecology, bioengineering, stream morphology and land use planning
- administering approvals and investigating violations related to regulations made pursuant to the Conservation Authorities Act
- providing screening and mitigation level reviews related to the Federal Fisheries Act
- liaising between municipalities and other government agencies

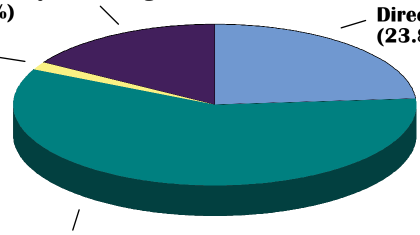
Why:

- reduce the risk to life and property from natural hazards such as flooding and unstable slopes
- promote the maintenance and enhancement of natural heritage areas such as woodlands, wetlands and threatened species
- protect and promote the wise use of groundwater resources
- complement other Authority mission centres such as Flood Control, Watershed Planning and Conservation Services
- comply with legislative requirements

Who benefits/ participates:

- municipal decision makers (planning committee, committee of adjustment and council)
- the general public
- ratepayers associations and other special interest groups
- landowners, developers, private planning and engineering consultants, lawyers, real estate agents
- municipal planners, building officials, engineers, parks and recreation services staff
- provincial ministries, Ontario Municipal Board, Mining and Lands Commissioner
- academic community

Environmental Planning
Program Revenues



	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	382,401	381,160	396,598	406,631	420,110	432,618
Staff Expenses	7,000	7,123	7,000	7,000	7,000	7,000
Materials & Supplies	3,000	4,650	3,000	3,000	3,000	3,000
Contracts						
Taxes / Insurance/Safety						
Utilities						
Legal Fees	3,000	2,340	3,000	3,000	3,000	3,000
Advertising/Brochures						
Other/						
TOTAL DIRECT/INDIRECT EXPENDITURES	**395,401**	**395,273**	**409,598**	**419,631**	**433,110**	**445,618**
ALLOCATED COSTS						
Occupancy	8,821	8,820	8,697	8,932	9,441	9,457
Information System	38,342	38,340	39,398	40,764	44,574	47,136
Motor Pool	11,500	11,496	11,500	11,500	11,500	11,500
Administration	59,573	59,568	59,203	60,022	61,215	62,426
Finance	24,279	24,276	26,341	28,020	29,032	29,692
Marketing & Commun.	38,102	38,100	38,083	39,053	40,903	41,832
TOTAL ALLOCATED COSTS	**180,617**	**180,600**	**183,221**	**188,291**	**196,666**	**202,043**
TOTAL EXPENDITURES AND ALLOCATED COSTS	**576,019**	**575,873**	**592,819**	**607,922**	**629,776**	**647,661**
REVENUE						
Direct Revenue	133,500	127,001	134,700	149,500	140,000	140,500
Direct Donations						
MNR Grants (Flood Control)						
Other Provincial Sources						
Federal Sources						
General Municipal Levy	342,899	342,899	356,417	366,896	377,903	399,443
Dam/Flood Control Levy						
Reserves	(1,981)	4,373	102	(10,075)	10,273	6,117
Specific Project Funding	101,600	101,600	101,600	101,600	101,600	101,600
TOTAL REVENUE	**576,018**	**575,873**	**592,819**	**607,922**	**629,776**	**647,661**
NET Sub-COMPONENT SURPLUS/DEFICIT	**(0)**					**0**

Watershed Planning
(in Research & Planning budget)

UPPER THAMES RIVER
CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

What we do:
- develop and maintain watershed, subwatershed and property specific management plans in cooperation with government agencies, municipalities and community groups

Examples:
- leading natural heritage target setting studies and property assessment projects in partnership with other UTRCA units in order to characterize, protect and rehabilitate natural features and systems
- participating in the ongoing development of recovery strategies and implementation plans 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
- continuing efforts under the Canadian Heritage River designation to conserve and revitalize the Thames River's many natural, cultural and recreational values and increase public awareness
- developing a land management plan for Pittock CA area lands in partnership with Conservation Areas and Lands & Facilities units
- presenting findings on environmental conditions in the watershed's 28 subwatersheds through watershed report cards
- providing technical support for the Municipal Drinking Water Source Protection initiative
- 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

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

Environmental Monitoring

(in Research & Planning budget)

UPPER THAMES RIVER

CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

2012 Programs & Services

What we do:

- provide watershed scale environmental monitoring to understand current health and emerging trends as a basis for setting environmental management priorities

---

Examples:

- working in partnership with the Ontario Ministry of the Environment and municipal Health Units to collect and analyze surface water samples at 24 sites as part of the Provincial Water Quality Monitoring Network (PWQMN)
- conducting enhanced surface water quality monitoring at a selection of PWQMN sites and at additional sites to help assess best management practices associated with nutrient management planning
- working in partnership with the Ontario Ministry of the Environment to collect and analyze ground water samples at 24 sites as part of the Provincial Groundwater Monitoring Information System (PGMIS)
- working in partnership with member municipalities undertake detailed local water quality studies to better understand local water quality issues identified in Watershed Report Cards
- 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, such as a Freshwater Mussel Larval Host survey project to generate baseline species population data
- 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
- ongoing work to maintain, analyze and report all monitoring data and trends

---

Why:

- 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 result in problem detection before serious damage occurs, and thus also result in considerable cost saving and improved environmental health in the watershed

---

Who benefits/ participates:

- watershed residents
- municipalities
- agencies
- schools, universities

Research
(in Research & Planning budget)

UPPER THAMES RIVER
CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

2012 Programs & Services

What we do:
- implement research studies to fill resource information gaps and develop innovative methods of protecting and enhancing watershed resources

Examples:
- partnering with member municipalities and the Source Water Protection unit to complete technical studies and watershed characterization studies
- 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, Lake Erie Lakewide Management Plan, and Low Water Response Groundwater Indicators Study
- facilitating and collecting information from various studies conducted by external agencies on the Thames River watershed (e.g. Avon Adopt-A-Watershed, Coves subwatershed)
- participating in an initiative to update and standardize provincial guidelines for watershed reporting using Watershed Report Cards for all Ontario Conservation Authorities
- providing technical lead in the development of natural heritage studies and models for determining natural heritage system significance (such as the Huron County Natural Heritage Study)

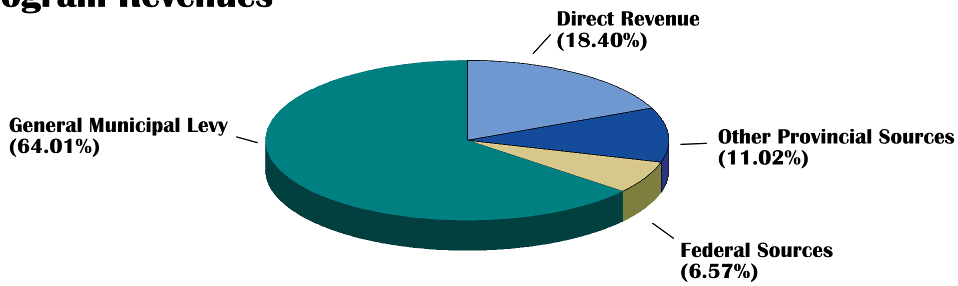
Why:
- new information and solutions are required for existing environmental problems to ensure we can live in healthy communities
- provide clean water for community use and for the enjoyment of future generations
- decrease the health risk to humans and animals
- improve habitat for fish and wildlife

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

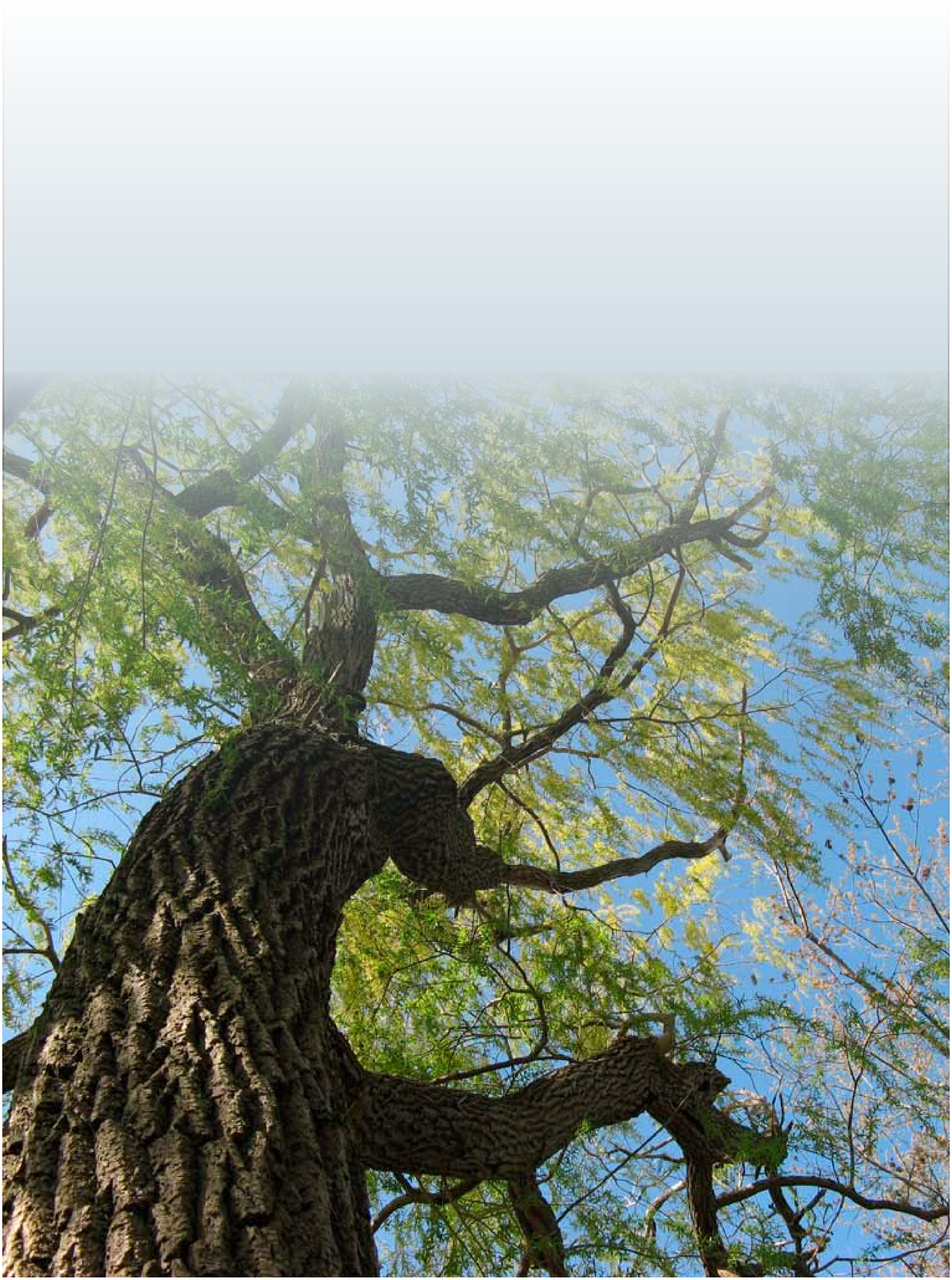
Research & Planning

(includes Watershed Planning, Environmental Monitoring, & Research)

Program Revenues



	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	540,851	628,632	624,254	632,883	605,597	625,765
Staff Expenses	10,500	8,727	10,500	14,500	12,500	12,500
Materials & Supplies	14,000	11,507	19,000	49,079	9,000	9,000
Contracts						
Taxes / Insurance/Safety						
Utilities						
Legal Fees						
Advertising/Brochures						
Other/						
TOTAL DIRECT/INDIRECT EXPENDITURES	**565,351**	**648,866**	**653,754**	**696,462**	**627,097**	**647,265**
ALLOCATED COSTS						
Occupancy	14,892	14,891	14,682	16,505	16,214	16,241
Information System	53,601	53,604	55,077	57,994	63,415	67,060
Motor Pool	29,000	29,004	29,000	29,000	29,000	29,000
Administration	83,281	83,280	82,763	85,392	87,090	88,812
Finance	34,714	34,716	42,042	47,989	49,723	50,853
Marketing & Commun.	90,492	90,492	90,448	92,751	97,145	99,351
TOTAL ALLOCATED COSTS	**305,980**	**305,987**	**314,011**	**329,631**	**342,587**	**351,317**
TOTAL EXPENDITURES AND ALLOCATED COSTS	**871,331**	**954,853**	**967,765**	**1,026,093**	**969,683**	**998,582**
REVENUE						
Direct Revenue	188,415	225,664	253,867	188,823	213,342	218,845
Direct Donations		200				
MNR Grants (Flood Control)						
Other Provincial Sources	38,536	36,194	45,318	113,067	43,918	36,335
Federal Sources	30,536	97,223	30,536	67,401	35,917	28,335
General Municipal Levy	613,844	613,844	638,044	656,803	676,506	715,067
Dam/Flood Control Levy						
Reserves		(18,272)				
Specific Project Funding						
TOTAL REVENUE	**871,331**	**954,853**	**967,765**	**1,026,093**	**969,683**	**998,582**
NET Sub-COMPONENT SURPLUS/DEFICIT	**0**	**0**	**(0)**	**(0)**	**(0)**	**0**



Soil Conservation

UPPER THAMES RIVER
CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

What we do:

- address soil and water quality concerns by providing comprehensive in-field and in-stream conservation planning services

Examples:

- working with local communities and agency funders to improve the overall watershed health of the Avon River, as well as Cedar, Dingman, Oxbow and Stoney Creeks
- undertaking the assessment and removal of barriers to fish migration on Waubuno Creek and restoring the system using a natural fishway
- maintaining our involvement in water quality issues through working relationships with the Livestock Manure Pollution Prevention Project and the Adopt-A-Watershed Project, both initiatives of Environment Canada
- implementing Agriculture and Agri-Food Canada's Greencover Program demonstrations, including direct seeding, innovative livestock fencing and dispersion sandwich projects
- managing demonstration and research efforts including: options for livestock producers to manage manure and other nutrients on the farm without impacting groundwater and surface water; engineered vegetated filter strips; agricultural tile monitoring/shut-off valves; and the use of native grass strips for erosion control
- working with the Ontario Ministry of Agriculture, Food and Rural Affairs to demonstrate the environmental and economic effectiveness of suites of best management practices (BMPs) at the farm and small watershed scales, as part of the Watershed Based BMP Evaluation Program
- 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

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

Clean Water Program
(in Soil Conservation budget)

UPPER THAMES RIVER
CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

2012 Programs & Services

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 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

Why:

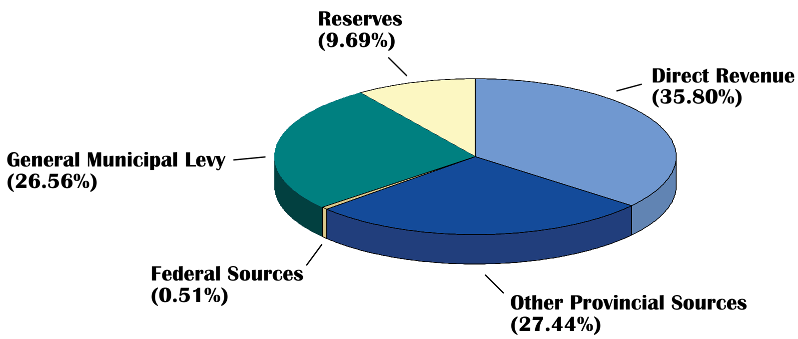
- to address locally identified priority water quality impairment issues
- to maintain working relationships between various municipalities, local farm groups, government agencies and interested groups or associations that have a direct stake in the issue of agriculture, water quality and future health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

Soil Conservation (includes Clean Water Program)

Program Revenues



	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	181,833	189,968	186,961	192,237	197,117	202,120
Staff Expenses	3,500	2,526	3,500	3,500	3,500	3,500
Materials & Supplies	276,000	127,191	171,000	430,250	377,658	376,557
Contracts						
Taxes / Insurance/Safety						
Utilities						
Legal Fees						
Advertising/Brochures						
Other/						
TOTAL DIRECT/INDIRECT EXPENDITURES	**461,333**	**319,685**	**361,461**	**625,986**	**578,275**	**582,177**
ALLOCATED COSTS						
Occupancy	7,399	7,403	7,294	7,573	8,004	8,018
Information System	15,259	15,264	15,679	16,390	17,922	18,952
Motor Pool	23,700	23,700	24,700	24,700	24,700	24,700
Administration	23,708	23,712	23,560	24,133	24,612	25,099
Finance	28,327	28,332	23,245	21,119	21,882	22,380
Marketing & Commun.	61,916	61,920	61,885	63,461	66,468	67,977
TOTAL ALLOCATED COSTS	**160,308**	**160,331**	**156,363**	**157,376**	**163,588**	**167,125**
TOTAL EXPENDITURES AND ALLOCATED COSTS	**621,640**	**480,016**	**517,824**	**783,362**	**741,863**	**749,302**
REVENUE						
Direct Revenue	372,719	244,645	317,220	347,875	299,943	303,623
Direct Donations		2,352				
MNR Grants (Flood Control)						
Other Provincial Sources	20,031	(5,670)	16,247	266,612	266,831	267,055
Federal Sources	62,083	75,084	21,494	5,000	5,000	5,000
General Municipal Levy	241,174	241,174	250,682	258,052	265,793	280,943
Dam/Flood Control Levy						
Reserves	(74,366)	(77,569)	(87,818)	(94,176)	(95,705)	(107,318)
Specific Project Funding						
TOTAL REVENUE	**621,640**	**480,016**	**517,824**	**783,362**	**741,863**	**749,303**
NET Sub-COMPONENT SURPLUS/DEFICIT	**0**		**0**	**0**	**(0)**	**0**

Forestry

UPPER THAMES RIVER
CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

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, 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 native grass and wildflower plantings
- offering opportunities to local corporations wishing to provide lands and/or financial support for naturalization projects
- providing the Communities for Nature program to give 4,000 people a hands-on educational opportunity to enhance their local environment, through community forestry as well as aquatic and wildflower planting
- planning and implementing "pits and mounds" naturalization projects
- coordinating the George Furtney, Woodstock, Zorra, Thames Centre, and St. Marys area Memorial Forests and the Kirkton-Woodham Community Arboretum to improve the local environment while commemorating people or events
- providing technical assistance to the London airport tree trimming project
- providing tree marking and woodlot management advice for private landowners
- partnering in the Trees for Tomorrow program for grades 3 to 6 students, who collect and plant native tree seeds, establish seedlings and plant the trees within the community

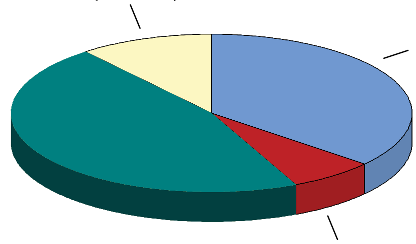
Why:

- 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

Forestry
Program Revenues



	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	333,690	301,878	344,095	356,540	365,866	375,326
Staff Expenses	2,500	3,007	2,500	2,500	2,500	2,500
Materials & Supplies	146,000	137,076	151,000	151,000	136,000	136,000
Contracts						
Taxes / Insurance/Safety						
Utilities						
Legal Fees						
Advertising/Brochures						
Other/						
TOTAL DIRECT/INDIRECT EXPENDITURES	**482,190**	**441,961**	**497,595**	**510,040**	**504,366**	**513,826**
ALLOCATED COSTS						
Occupancy	9,580	9,580	9,314	9,670	10,221	10,238
Information System	32,708	32,709	34,252	35,805	39,152	41,402
Motor Pool	53,900	53,900	53,900	53,900	53,900	53,900
Administration	50,820	50,820	51,470	52,720	53,768	54,832
Finance	29,608	29,608	32,000	30,843	31,957	32,684
Marketing & Commun.	52,390	52,390	52,364	53,698	56,242	57,519
TOTAL ALLOCATED COSTS	**229,006**	**229,007**	**233,300**	**236,636**	**245,240**	**250,574**
TOTAL EXPENDITURES AND ALLOCATED COSTS	**711,196**	**670,968**	**730,895**	**746,675**	**749,606**	**764,400**
REVENUE						
Direct Revenue	311,613	232,602	319,869	270,000	255,000	255,000
Direct Donations	35,612	42,661	35,967	51,724	52,218	52,614
MNR Grants (Flood Control)						
Other Provincial Sources						
Federal Sources						
General Municipal Levy	321,795	321,795	334,481	344,315	354,644	374,859
Dam/Flood Control Levy						
Reserves	42,177	73,910	40,579	80,636	87,743	81,927
Specific Project Funding						
TOTAL REVENUE	**711,196**	**670,968**	**730,896**	**746,675**	**749,605**	**764,400**
NET Sub-COMPONENT SURPLUS/DEFICIT	**(0)**	**0**	**0**	**(0)**	**(0)**	**(0)**

Community Partnerships

UPPER THAMES RIVER
CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

What we do:

- motivate watershed residents to adopt stewardship (behaviours that protect and restore the environment) by facilitating 1) access to environmental and conservation information, and 2) involvement in stewardship activities

Examples:

- facilitating the development of watershed strategies for the Dorchester and Cedar Creek watersheds
- coordinating community involvement in the implementation of community-based watershed strategies in the Stoney, Oxbow, Trout and Medway watersheds
- providing environmental education programs and hands-on resource management opportunities in local natural areas and in class, to students and community groups (e.g., communities for nature, stream health monitoring, stream rehabilitation, and environmental report card programs)
- partnering with TD Friends of the Environment Foundation in delivery of the Sifton Bog Wetlands Education Program
- introducing student use of and accreditation for new environmental technologies (GPS)
- updating and improving interpretive tools for a flood management education program
- working with partners to organize the Oxford Children's Water Festival
- presenting best management practices workshop opportunities including Audubon certification for golf courses
- providing local groups involved in restoration projects with opportunities to share experiences and information
- facilitating involvement of the community, industry and corporations in environmental clean up events
- working with local groups and stakeholders to develop and implement environmental improvement projects
- working with residents of Oxford County to implement recommendations of the Oxford Natural Heritage Study
- assisting, as a member of the Oxford County Trails Council, with construction of the trail link from Woodstock to Beachville and enhancement of the Thames River Corridor

Why:

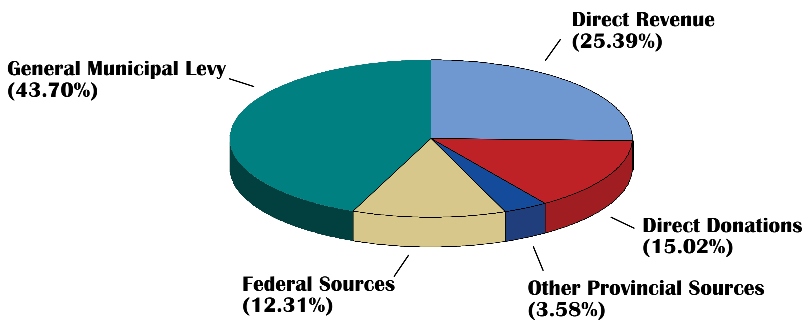
- create value for a healthy environment by providing opportunities for people to experience and learn about conservation programs
- accrue future benefits for the environment from citizens with an environmental stewardship ethic
- provide hands-on learning opportunities to help the environment
- empower 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 access on their own
- watershed residents are involved in restoration projects in their local communities
- municipalities benefit by having an involved and informed constituency

Community Partnerships

Program Revenues



	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	390,745	430,553	465,388	428,679	440,632	452,972
Staff Expenses	6,200	8,501	6,000	5,500	5,500	5,500
Materials & Supplies	136,326	549,685	570,866	83,000	83,000	83,000
Contracts						
Taxes / Insurance/Safety						
Utilities						
Legal Fees						
Advertising/Brochures						
Other/						
TOTAL DIRECT/INDIRECT EXPENDITURES	**533,271**	**988,739**	**1,042,255**	**517,179**	**529,132**	**541,472**
ALLOCATED COSTS						
Occupancy	12,464	12,468	12,437	12,525	13,238	13,260
Information System	32,865	32,868	47,278	46,899	51,283	54,231
Motor Pool	10,000	9,996	11,000	11,000	11,000	11,000
Administration	51,063	51,060	71,043	69,056	70,429	71,822
Finance	32,437	32,436	35,623	38,370	39,757	40,661
Marketing & Commun.	61,916	61,920	61,885	63,461	66,468	67,977
TOTAL ALLOCATED COSTS	**200,744**	**200,748**	**239,267**	**241,312**	**252,175**	**258,950**
TOTAL EXPENDITURES AND ALLOCATED COSTS	**734,015**	**1,189,487**	**1,281,521**	**758,491**	**781,307**	**800,422**
REVENUE						
Direct Revenue	169,987	153,524	173,446	192,610	201,570	197,228
Direct Donations	170,105	90,964	115,083	113,926	122,320	124,516
MNR Grants (Flood Control)						
Other Provincial Sources	31,000	510,557	549,800	27,184	21,095	21,250
Federal Sources	66,425	124,376	121,233	93,346	94,954	96,602
General Municipal Levy	309,749	309,749	321,960	331,425	341,368	360,826
Dam/Flood Control Levy						
Reserves	(13,251)	317				
Specific Project Funding						
TOTAL REVENUE	**734,015**	**1,189,487**	**1,281,521**	**758,490**	**781,307**	**800,422**
NET Sub-COMPONENT SURPLUS/DEFICIT	**(0)**	**0**	**(0)**	**(0)**	**(0)**	**0**

Conservation Areas

UPPER THAMES RIVER
CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

What we do:

- provide a variety of recreational opportunities and facilities on 3200 hectares of conservation land at Fanshawe, Wildwood and Pittock Conservation Areas

Examples:

- offering camping, hiking, biking, water-based activities, day-use and special event facilities, and organized recreation programs
- ensuring compliance with applicable legislation and associations within conservation area lands including, but not limited to the Conservation Authorities Act, the Safe Drinking Water Act, Electrical Safety Authority, Ontario Swimming Pool Regulations and the Occupational Health and Safety Act
- setting goals and implementing strategies to continue to improve current services and investigate opportunities for new ones
- assist other units with flood control operations, snow readings, risk management of community education program areas and grounds maintenance of the administration office

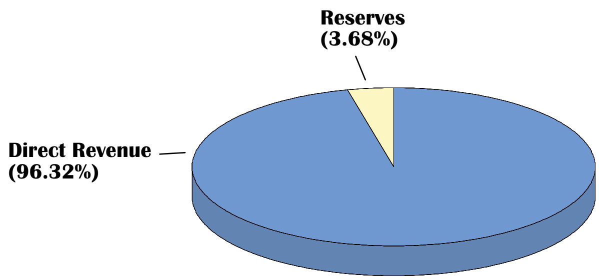
Why:

- lands that were acquired for the development of the flood control reservoirs also serve as multi-purpose recreational facilities
- create value for the environment by providing recreational opportunities in the out-of-doors
- provide safe access to UTRCA owned lands for permitted activities

Who benefits/ participates:

- 450,000 people visit the multi-use facilities annually, mostly from local communities
- 22 non-profit organizations are based at 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

Conservation Areas
Program Revenues



	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	1,670,533	1,557,791	1,770,894	1,512,046	1,575,963	1,624,984
Staff Expenses	33,800	31,521	34,800	30,800	32,900	33,200
Materials & Supplies	459,966	466,373	526,775	528,049	516,324	514,389
Contracts	281,900	234,622	218,400	181,400	193,900	193,900
Taxes / Insurance/Safety	340,000	328,073	344,000	347,000	350,500	351,000
Utilities	294,000	237,694	283,500	248,000	248,000	248,000
Legal Fees	6,000	2,461	6,000	4,500	4,500	4,500
Advertising/Brochures						
Other/						
TOTAL DIRECT/INDIRECT EXPENDITURES	**3,086,199**	**2,858,535**	**3,184,369**	**2,851,796**	**2,922,086**	**2,969,973**
ALLOCATED COSTS						
Occupancy	6,222	6,219	6,134	4,738	5,008	5,016
Information System	72,772	72,772	74,776	67,323	73,617	77,847
Motor Pool	277,000	277,000	278,000	278,000	278,000	278,000
Administration	113,068	113,068	112,364	99,129	101,100	103,099
Finance	187,045	187,045	202,724	195,929	203,008	207,624
Marketing & Commun.	71,441	71,433	71,406	73,224	76,693	78,435
TOTAL ALLOCATED COSTS	**727,548**	**727,536**	**745,405**	**718,344**	**737,426**	**750,021**
TOTAL EXPENDITURES AND ALLOCATED COSTS	**3,813,747**	**3,586,071**	**3,929,774**	**3,570,140**	**3,659,512**	**3,719,994**
REVENUE						
Direct Revenue	3,718,925	3,446,114	3,880,385	3,438,936	3,446,936	3,452,837
Direct Donations						
MNR Grants (Flood Control)						
Other Provincial Sources						
Federal Sources	19,800	1,852				
General Municipal Levy					50,000	50,000
Dam/Flood Control Levy						
Reserves	75,022	138,105	49,389	131,203	162,575	217,157
Specific Project Funding						
TOTAL REVENUE	**3,813,747**	**3,586,071**	**3,929,774**	**3,570,139**	**3,659,511**	**3,719,994**
NET Sub-COMPONENT SURPLUS/DEFICIT	**0**	**(0)**	**(0)**	**(0)**	**(0)**	**(0)**

Environmentally Significant Areas

UPPER THAMES RIVER

CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

What we do:

- in the spring of 2001 the UTRCA entered into an agreement with the City of London to manage seven Environmentally Significant Areas: Kains Woods, Kilally Meadows, Meadowlily Woods, Medway 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 the Westminster Ponds/Pond Mills Master Plan and the Sifton Bog Master Plan, in partnership with the City of London
- implementing site planning and trail design, and installing signs and trail markers
- repairing and replacing bridges, staircases and boardwalks
- constructing new boardwalks in cooperation with community associations and other agencies
- working with the municipality to develop and implement an encroachment management strategy
- developing wildlife management strategies in partnership with agencies, the municipality and stakeholders (e.g. Sifton Bog White-tailed Deer Management Strategy)
- removing hazard trees to ensure safe use of the trails
- restricting unofficial access points by installing fences to protect sensitive vegetation
- enforcing rules to protect vegetation, wildlife and people under the Provincial Offences Act and the municipal 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
- 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

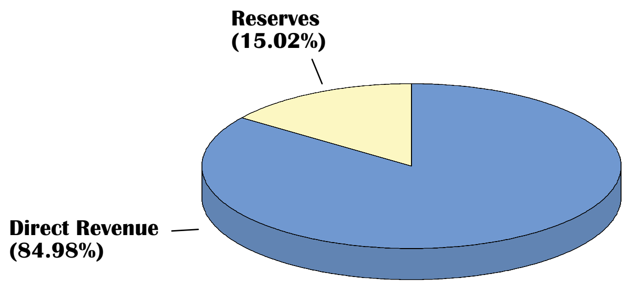
Why:

- Environmentally Significant Areas (ESAs) provide excellent examples of a variety of habitats, including upland forests, wetlands and river corridors
- ESAs are highly valued by the community, enhancing the quality of life and providing educational opportunities for students and the public

Who benefits/ participates:

- all London and area residents

Environmentally Significant Areas
Program Revenues



	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	306,737	401,611	320,957	330,634	339,027	347,633
Staff Expenses						
Materials & Supplies	22,400	39,642	22,400	22,400	22,400	22,400
Contracts						
Taxes / Insurance/Safety						
Utilities						
Legal Fees						
Advertising/Brochures						
Other/						
TOTAL DIRECT/INDIRECT EXPENDITURES	**329,137**	**441,253**	**343,357**	**353,034**	**361,427**	**370,033**
ALLOCATED COSTS						
Occupancy	4,553	4,551	4,489	4,660	4,926	4,934
Information System	32,865	32,865	33,770	35,301	38,600	40,819
Motor Pool	53,000	53,000	55,000	55,000	55,000	55,000
Administration	51,063	51,063	50,745	51,978	53,011	54,059
Finance	20,210	20,210	22,081	23,367	24,211	24,762
Marketing & Commun.	4,763	4,763	4,760	4,882	5,113	5,229
TOTAL ALLOCATED COSTS	**166,453**	**166,451**	**170,845**	**175,188**	**180,862**	**184,803**
TOTAL EXPENDITURES AND ALLOCATED COSTS	**495,590**	**607,704**	**514,202**	**528,221**	**542,288**	**554,836**
REVENUE						
Direct Revenue	460,999	603,163	448,896	448,896	448,896	448,896
Direct Donations		(4,816)				
MNR Grants (Flood Control)						
Other Provincial Sources						
Federal Sources						
General Municipal Levy						
Dam/Flood Control Levy						
Reserves	34,591	9,357	65,306	79,325	93,392	105,940
Specific Project Funding						
TOTAL REVENUE	**495,590**	**607,704**	**514,202**	**528,221**	**542,288**	**554,836**
NET Sub-COMPONENT SURPLUS/DEFICIT	**0**	**(0)**	**(0)**	**(0)**	**(0)**	**0**

Lands & Facilities

UPPER THAMES RIVER

CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

2012 Programs & Services

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, 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 seven rural conservation areas
- initiating asset management plan as per UTRCA Strategic Plan
- continuing with plans for design/ development of community conservation centre
- initiating or assisting with capital development projects
- managing UTRCA motor pool 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 540 hectares
- leasing seven residential homes and seven storage buildings located throughout the watershed
- maintaining lease agreements with seven community-based groups for the management and maintenance of our rural conservation areas
- maintaining lease agreements with over 20 clubs for recreational opportunities within Fanshawe, Wildwood and Pittock Conservation Areas
- maintaining lease agreements for 80 cottages at two locations
- maintaining other leases with groups and individuals for a variety of activities at properties throughout the watershed

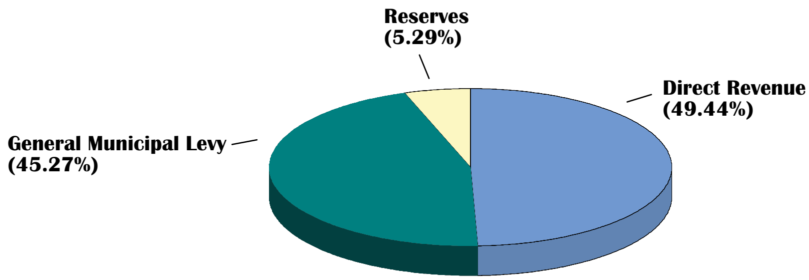
Why:

- 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:

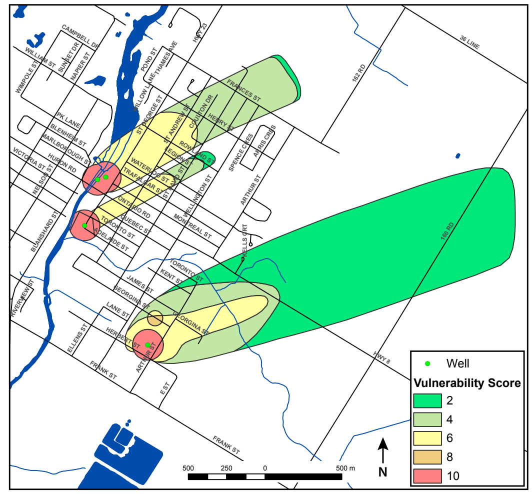
- local communities enjoy access to day-use opportunities in nearby parks and natural areas
- local economies benefit from tourism
- tenants, club members, cottagers, outdoor enthusiasts

Lands & Facilities
Program Revenues



	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	314,782	266,802	326,282	346,543	355,333	364,346
Staff Expenses	6,500	4,753	6,500	6,500	6,500	6,500
Materials & Supplies	67,800	82,222	67,800	67,800	75,800	75,800
Contracts	100,000	1,355,244	100,000	108,000	128,000	148,000
Taxes / Insurance/Safety	28,200	32,409	28,200	29,000	29,000	29,000
Utilities						
Legal Fees	12,000	3,354	12,000	12,000	12,000	12,000
Advertising/Brochures						
Other/	13,000	12,865	13,000	13,000	13,000	13,000
TOTAL DIRECT/INDIRECT EXPENDITURES	**542,282**	**1,757,649**	**553,782**	**582,843**	**619,633**	**648,646**
ALLOCATED COSTS						
Occupancy	8,461	8,475	8,341	8,660	9,154	9,169
Information System	27,544	27,549	28,302	30,846	33,729	35,668
Motor Pool	41,000	41,000	41,000	41,000	41,000	41,000
Administration	42,795	42,800	42,529	45,419	46,322	47,238
Finance	33,297	33,304	35,613	36,645	37,969	38,833
Marketing & Commun.	47,628	47,628	47,604	48,816	51,129	52,290
TOTAL ALLOCATED COSTS	**200,725**	**200,756**	**203,390**	**211,387**	**219,303**	**224,197**
TOTAL EXPENDITURES AND ALLOCATED COSTS	**743,007**	**1,958,405**	**757,172**	**794,230**	**838,936**	**872,843**
REVENUE						
Direct Revenue	379,261	419,782	380,780	392,707	392,403	393,941
Direct Donations		1,500				
MNR Grants (Flood Control)						
Other Provincial Sources						
Federal Sources						
General Municipal Levy	308,638	308,638	342,705	359,537	435,379	469,532
Dam/Flood Control Levy						
Reserves	55,108	(27,920)	33,686	41,986	11,154	9,370
Specific Project Funding		1,256,405				
TOTAL REVENUE	**743,007**	**1,958,405**	**757,171**	**794,230**	**838,936**	**872,843**
NET Sub-COMPONENT SURPLUS/DEFICIT	**(0)**	**0**	**(0)**	**0**	**(0)**	**0**

Source Protection



UPPER THAMES RIVER
CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

What we do:

- the Walkerton Inquiry recommended a multi-barrier approach to protecting drinking water, with Source Water Protection (SWP) as the first barrier
- the goals of SWP are:
  - protect human health
  - 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 on this project
- the UTRCA, as the lead CA, is responsible for the overall administration of the project

Examples:

- support the Source Protection Committee
- facilitate plan development
- ensure transparent, multi-stakeholder involvement
- report progress
- provide technical information and resources
- involved in technical studies with municipal partners
- continue existing protection, stewardship and education programs, and integrate into source water protection
- compile technical information in Assessment Reports
- develop a water budget for the watershed

Why:

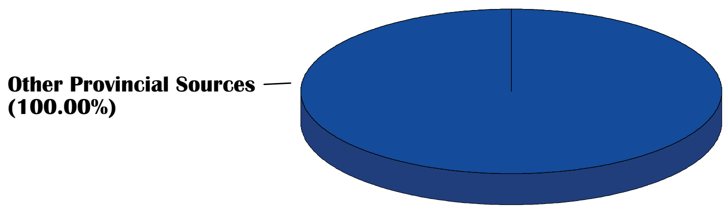
- protecting our surface water and groundwater from becoming contaminated or overused will ensure that we have a sufficient supply of clean, safe drinking water now and for the future
- clean and sustainable drinking water sources are critical to healthy and economically sustainable communities
- protecting source water is more cost-effective than remediation of water quantity and/or quality challenges, if remediation is even possible
- required by Clean Water Act

Who benefits/ participates:

- province
- conservation authorities
- municipalities
- stakeholders
- water users

Source Water Protection

Program Revenues



	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	869,000	1,033,787	791,000	773,800	629,806	556,300
Staff Expenses	103,000	70,725	127,000	144,000	84,000	84,000
Materials & Supplies	305,500	393,441	408,000	472,000	415,000	65,000
Contracts						
Taxes / Insurance/Safety						
Utilities						
Legal Fees						
Advertising/Brochures						
Other/	1,595,500	662,295	882,000	332,600	254,500	238,000
TOTAL DIRECT/INDIRECT EXPENDITURES	**2,873,000**	**2,160,248**	**2,208,000**	**1,722,400**	**1,383,306**	**943,300**
ALLOCATED COSTS						
Occupancy						
Information System						
Motor Pool						
Administration						
Finance						
Marketing & Commun.						
TOTAL ALLOCATED COSTS						
TOTAL EXPENDITURES AND ALLOCATED COSTS	**2,873,000**	**2,160,248**	**2,208,000**	**1,722,400**	**1,383,306**	**943,300**
REVENUE						
Direct Revenue					400,000	400,000
Direct Donations						
MNR Grants (Flood Control)						
Other Provincial Sources	2,873,000	2,160,248	2,208,000	1,722,400	983,306	543,300
Federal Sources						
General Municipal Levy						
Dam/Flood Control Levy						
Reserves						
Specific Project Funding						
TOTAL REVENUE	**2,873,000**	**2,160,248**	**2,208,000**	**1,722,400**	**1,383,306**	**943,300**
NET Sub-COMPONENT SURPLUS/DEFICIT						

Corporate & Support Services

UPPER THAMES RIVER

CONSERVATION AUTHORITY

"Inspiring a Healthy Environment"

What we do:

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

Examples:

- corporate and strategic planning, policy development, and implementation
- current information technologies including maintenance and training
- human resources administration
- payroll and health and safety initiatives
- financial control support including accounting, budgeting and administration of payroll and benefits
- 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 Web site to members of the Board of Directors, staff and watershed residents
- 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 Authority's programs and policies
- provide programs that are cost-effective
- maintain competent, highly trained, safe and motivated staff to implement the Authority's programs
- maintain efficient systems and equipment to support the organization

Who benefits/ participates:

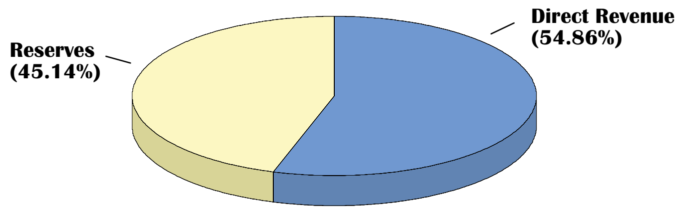
- municipalities benefit from targeted programs tailored to their specific environmental needs and economic realities
- taxpayers receive the most value for their dollars
- staff and members of the Conservation Authority
- community volunteers such as students

Who pays:

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

Corporate & Support Service

Program Revenues



	2010 Approved	2010 Actual	2011 Approved	2012 Working	2013 Forecast	2014 Forecast
DIRECT & INDIRECT EXPENDITURES SUMMARY						
Wages & Benefits	1,466,934	1,447,636	1,516,217	1,552,747	1,576,504	1,617,943
Staff Expenses	27,800	26,324	27,800	27,800	28,116	29,546
Materials & Supplies	875,200	831,400	911,900	983,100	913,200	946,300
Contracts	22,000	13,811	22,000	17,000	17,000	17,000
Taxes / Insurance/Safety	89,000	80,443	89,000	116,000	116,000	116,000
Utilities	65,000	51,457	65,000	85,000	85,000	85,000
Legal Fees	15,000	20,873	15,000	20,000	30,000	30,000
Advertising/Brochures	13,000	11,368	13,000	13,000	13,000	13,000
Other/	68,200	67,275	68,200	68,200	70,200	70,200
TOTAL DIRECT/INDIRECT EXPENDITURES	**2,642,134**	**2,550,587**	**2,728,117**	**2,882,847**	**2,849,020**	**2,924,989**
ALLOCATED COSTS						
Occupancy	52,738	52,728	53,864	53,399	53,978	54,068
Information System	124,025	124,032	126,636	126,914	138,778	146,754
Motor Pool	19,100	19,104	20,100	20,100	20,100	20,100
Administration	102,733	102,744	100,886	103,337	105,391	107,475
Finance	22,445	22,440	23,525	24,360	25,241	25,815
Marketing & Commun.						
TOTAL ALLOCATED COSTS	**321,042**	**321,048**	**325,011**	**328,110**	**343,488**	**354,211**
TOTAL EXPENDITURES AND ALLOCATED COSTS	**2,963,176**	**2,871,635**	**3,053,128**	**3,210,957**	**3,192,507**	**3,279,200**
REVENUE						
Direct Revenue	116,664	128,730	121,000	120,200	87,400	91,000
Direct Donations		(195)				
MNR Grants (Flood Control)						
Other Provincial Sources		11,400				
Federal Sources						
General Municipal Levy						
Dam/Flood Control Levy						
Reserves	(16,694)	(135,739)	(2,794)	98,916	3,160	14,437
Specific Project Funding						
TOTAL REVENUE	**99,970**	**4,196**	**118,206**	**219,116**	**90,560**	**105,437**
NET Sub-COMPONENT SURPLUS/DEFICIT	**(2,863,206)**	**(2,867,439)**	**(2,934,922)**	**(2,991,841)**	**(3,101,947)**	**(3,173,763)**
Cost Recovery	2,863,205	2,867,439	2,934,922	2,991,841	3,101,948	3,173,764
Net Cost Centre	(0)	0	(0)	0	0	0

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 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.

The amounts for the annual fixed contributions from London and Oxford County 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 2012 Proposed Flood Control Capital Levy is described in the following table.

Note: Staff from UTRCA and the City of London are finalizing the details of a Memorandum of Understanding addressing financing and invoicing of London's share of the Flood Control Capital Levy. It is anticipated that the 2012 amount for London will be adjusted when the MOU is finalized. Any adjustment will be brought to the Board of Directors as a separate report with background and recommendations.

Flood Control Capital Levy Summary

Municipality	Structure	Apportionment	2012 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 %	$1,040,000
	Wildwood Dam	83.96 %	
	Pittock Dam	36.86 %	
	London Dykes & Erosion Control Structures	100.00%	
	Springbank Dam	100.00 %	
Total Flood Control Capital Levy			**$1,165,000**

2012 Approved Flood Control Capital Levy

Operating Budget - Municipal Funding Summary

Municipality	General & Dam / Flood Control Levy 2011	2012	+/-	% +/-	2013	2014	Specific Project Funding 2011	2012	2013	2014	Capital Maintenance & Operating Reserve Levy 2011	2012	2013	2014	Total Municipal Funding 2011	2012	2013	2014
Oxford County	$515,932	$532,816	$16,884	3.27%	$568,882	$600,988	$0	$0	$0	$0	$27,110	$28,398	$37,072	$42,837	$543,042	$561,214	$605,954	$643,825
London City	$2,169,619	$2,232,858	$63,239	2.91%	$2,380,170	$2,513,885	$101,600	$101,600[1]	$101,600	$101,600	$111,180	$115,991	$151,419	$174,965	$2,382,399	$2,450,449	$2,633,190	$2,790,450
Lucan/Biddulph	$7,121	$7,388	$268	3.76%	$7,931	$8,386	$0	$0	$0	$0	$432	$454	$593	$685	$7,553	$7,843	$8,524	$9,072
Thames Centre	$84,383	$89,802	$5,419	6.42%	$96,033	$101,257	$0	$0	$0	$0	$4,881	$5,214	$6,806	$7,865	$89,265	$95,016	$102,839	$109,122
Middlesex Centre	$59,299	$61,262	$1,963	3.31%	$65,763	$69,537	$0	$0	$0	$0	$3,601	$3,766	$4,917	$5,681	$62,900	$65,029	$70,680	$75,219
Stratford	$266,644	$273,935	$7,291	2.73%	$291,212	$307,425	$0	$0	$0	$0	$12,315	$12,811	$16,724	$19,325	$278,958	$286,746	$307,937	$326,750
Perth East	$35,092	$36,327	$1,235	3.52%	$38,812	$40,896	$0	$0	$0	$0	$2,010	$2,080	$2,715	$3,137	$37,101	$38,406	$41,527	$44,033
West Perth	$67,896	$69,989	$2,092	3.08%	$73,564	$77,399	$0	$0	$0	$0	$2,125	$2,192	$2,862	$3,307	$70,021	$72,181	$76,426	$80,707
St. Marys	$72,676	$73,800	$1,124	1.55%	$78,025	$82,292	$0	$0	$0	$0	$2,762	$2,843	$3,712	$4,289	$75,438	$76,643	$81,736	$86,581
Perth South	$26,113	$26,673	$560	2.14%	$28,632	$30,275	$0	$0	$0	$0	$1,586	$1,640	$2,141	$2,474	$27,698	$28,312	$30,773	$32,749
South Huron/Usborne	$5,300	$5,425	$125	2.36%	$5,823	$6,158	$0	$0	$0	$0	$322	$334	$435	$503	$5,621	$5,758	$6,259	$6,661
Woodstock							$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Zorra Township	$15,000	$15,00	$0	0.00%	$15,000	$15,000					$0	$0	$0	$0	$15,000	$15,000	$15,000	$15,000
Middlesex County											$0	$0	$0	$0	$0	$0	$0	$0
Perth County											$0	$0	$0	$0	$0	$0	$0	$0
SW Oxford	$5,000	$5,500	$500	10.00%	$5,500	$5,500					$0	$0	$0	$0	$5,000	$5,000	$5,000	$5,000
Total Upper Thames	**$3,330,075**	**$3,430,775**	**$100,700**	**3.02%**	**$3,655,348**	**$3,858,999**	**$101,600**	**$101,600**	**$101,600**	**$101,600**	**$168,323**	**$175,723**	**$229,396**	**$265,067**	**$3,599,998**	**$3,708,098**	**$3,986,345**	**$4,225,666**

Notes:

		2012	2013	2014
1. London Subwatershed Implementation	London	$101,600	$101,600	$101,600

Dam & Flood Control Levy Summary

Municipality	Dam & Flood Control Levy 2011	2012	+/-	% +/-	2013	2014	Flood Forecasting & Warning %	$	Plan & Tech Studies $	Small Holding Structures $	Fanshawe Dam %	$	Wildwood Dam %	$	Pittock Dam %	$	Springbank Dam %	$	RT Orr Dam & Channel %	$	Mitchell Dam %	$	London Dykes & EC Structures %	$	St. Marys Floodwall %	$	Ingersoll Channel %	$
Oxford County	$154,469	$158,368	$3,899	2.52%	$164,607	$172,621	16.16%	$74,375	$10,510	$964			0.97%	$844	62.07%	$48,729											100%	$22,947
London City	$687,221	$703,439	$16,218	2.36%	$728,923	$764,235	66.01%	$303,781	$42,929	$3,938	100%	$185,000	83.96%	$73,040	36.86%	$28,938	100%	$40,000					100%	$25,813				
Lucan/Biddulph	$1,355	$1,399	$44	3.24%	$1,465	$1,534	0.26%	$1,190	$168	$15			0.02%	$13	0.02%	$12												
Thames Centre	$19,297	$21,056	$1,759	9.12%	$21,811	$22,612	2.97%	$13,655	$1,930	$5,177			0.18%	$155	0.18%	$140												
Middlesex Centre	$11,284	$11,599	$315	2.79%	$12,144	$12,723	2.14%	$9,864	$1,394	$128			0.13%	$112	0.13%	$101												
Stratford	$102,449	$105,012	$2,563	2.50%	$108,834	$114,178	7.29%	$33,552	$4,742	$435			0.44%	$381	0.44%	$343			100%	$65,560								
Perth East	$8,297	$8,905	$607	7.32%	$9,206	$9,525	1.18%	$5,447	$770	$2,571			0.07%	$62	0.07%	$56												
West Perth	$39,560	$41,079	$1,519	3.84%	$42,351	$44,327	1.25%	$5,742	$811	$2,574			0.07%	$65	0.07%	$59					100%	$31,827						
St. Marys	$35,854	$36,311	$457	1.27%	$37,549	$39,405	1.62%	$7,446	$1,052	$97			14.10%	$12,264	0.10%	$76									100%	$15,376		
Perth South	$4,969	$5,050	$81	1.63%	$5,287	$5,539	0.93%	$4,295	$607	$56			0.06%	$49	0.06%	$44												
South Huron/Usborne	$1,009	$1,027	$19	1.84%	$1,075	$1,127	0.19%	$873	$123	$11			0.01%	$10	0.01%	$9												
Woodstock																												
Zorra Township	$15,000	$15,000	$0	0.00%	$15,000	$15,000				$15,000																		
Middlesex County																												
Perth County																												
SW Oxford	$5,000	$5,500	$500	10.00%	$5,500	$5,500				$5,000																		
Total Upper Thames	**$1,085,765**	**$1,113,745**	**$27,980**	**2.58%**	**$1,153,752**	**$1,208,325**	**100.00%**	**$460,221**	**$65,037**	**$36,466**	**100.00%**	**$185,000**	**100.00%**	**$86,994**	**100.00%**	**$78,507**		**$40,000**		**$65,560**		**$31,827**		**$25,813**		**$15,376**		**$22,947**

General Levy Summary

Municipality	CVA Apport. % 2011	2012	General Levy 2011	2012	+/-	% +/-	2013	2014
Oxford County	16.1059%	16.1607%	$361,463	$374,448	$12,985	3.59%	$404,275	$428,367
London City	66.0520%	66.0078%	$1,482,398	$1,529,419	$47,021	3.17%	$1,651,247	$1,749,650
Lucan/Biddulph	0.2569%	0.2585%	$5,766	$5,990	$224	3.88%	$6,467	$6,852
Thames Centre	2.9001%	2.9670%	$65,087	$68,746	$3,660	5.62%	$74,222	$78,645
Middlesex Centre	2.1394%	2.1434%	$48,014	$49,663	$1,649	3.43%	$53,619	$56,814
Stratford	7.3161%	7.2905%	$164,194	$168,923	$4,728	2.88%	$182,379	$193,247
Perth East	1.1939%	1.1835%	$26,795	$27,422	$627	2.34%	$29,606	$31,371
West Perth	1.2626%	1.2477%	$28,336	$28,910	$573	2.02%	$31,212	$33,072
St. Marys	1.6407%	1.6180%	$36,822	$37,490	$667	1.81%	$40,476	$42,888
Perth South	0.9421%	0.9332%	$21,143	$21,623	$479	2.27%	$23,345	$24,736
South Huron/Usborne	0.1912%	0.1898%	$4,291	$4,398	$107	2.49%	$4,748	$5,031
Woodstock								
Zorra Township								
Middlesesex County								
Perth County								
SW Oxford								
Total Upper Thames	**100.00%**	**100.00%**	**$2,244,310**	**$2,317,030**	**$72,720**	**3.24%**	**$2,501,597**	**$2,650,674**